Competency Rubric

Performance Category	Below Performance Standards	Meets Performance Standards	Exceeds Performance Standards
Job Knowledge	Demonstrates functional expertise as it relates to the job. Proficient in methods, techniques, and equipment necessary to accomplish work. Strives for excellence. Asks relevant questions when uncertain. Shares information and knowledge with others.		
	Displays gaps in understanding fundamental job-related concepts and techniques, leading to inefficiencies or errors. Requires additional training or guidance to reach expected proficiency levels. Limited contribution to sharing knowledge or supporting colleagues in mastering job-related tasks.	Possesses a solid understanding of job-related concepts, methods, and equipment, effectively applying them to accomplish tasks. Seeks opportunities for improvement and willingly shares knowledge with colleagues. Demonstrates competence in executing job responsibilities to a high standard.	Consistently demonstrates exceptional expertise, mastering complex concepts and techniques relevant to the role. Proactively seeks opportunities to expand knowledge and skill set, often providing innovative solutions and insights. Serves as a resource for others, sharing expertise and providing guidance beyond expectations.
Decision-Making	Analyzes facts and situations prior to initiating action and problem-solving. Uses logic and good judgment to make decisions that are in alignment with Elon's mission and values.		
	Demonstrates inconsistency in decision-making, occasionally making choices that deviate from organizational objectives. Struggles to analyze situations effectively or apply logical reasoning in decision-making processes. Requires additional support and guidance to improve decision-making skills.	Analyzes situations effectively, using logic and good judgment to make decisions in alignment with organizational goals. Consistently applies problem-solving techniques to resolve issues. Demonstrates a solid understanding of Elon's mission and values in decision-making processes.	Exhibits exceptional analytical skills and judgment, consistently making sound decisions that align with Elon's mission and values. Demonstrates creativity in problem-solving and identifies opportunities for improvement. Takes calculated risks and generates innovative solutions that contribute to organizational success.

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Initiative	Handles unforeseen difficulties successfully, develops new ideas that support Elon's nationally recognized innovative culture, and does not require close supervision.		
	Often requires close supervision and struggles to handle unforeseen difficulties independently. Demonstrates limited initiative in generating new ideas or addressing challenges. Requires guidance and support to develop proactive problem-solving skills.	Successfully handles unforeseen difficulties and takes initiative to address them effectively. Contributes ideas and suggestions to support Elon's culture of innovation. Works independently with minimal supervision and delivers results.	Proactively identifies and addresses challenges, demonstrating exceptional problem-solving skills and initiative. Consistently generates innovative ideas that contribute to Elon's innovative culture without requiring close supervision. Takes ownership of projects and drives them to successful completion.
Inclusive Excellence	Shares responsibility to act deliberately toward equitable outcomes. Demonstrates Elon's commitment to value and celebrate diverse backgrounds, cultures, experiences, and perspectives. Fosters respect for human differences, supports belonging and well-being and pursues a community where people strive to dismantle oppression and where individuals flourish.		
	Demonstrates limited engagement in promoting inclusive excellence and may struggle to foster an inclusive environment. Requires further development in understanding and valuing diverse perspectives. Shows inconsistency in supporting initiatives related to diversity and inclusion.	Shares responsibility for advancing inclusive excellence by valuing and celebrating diverse backgrounds, cultures, and perspectives. Demonstrates respect for human differences and supports efforts to foster an inclusive environment. Regularly contributes to initiatives aimed at promoting diversity and inclusion.	Demonstrates exceptional commitment to fostering inclusive excellence by actively advocating for equitable outcomes and celebrating diversity. Consistently goes above and beyond to create an environment where individuals from diverse backgrounds feel valued and supported. Actively engages in initiatives to dismantle oppression and promote belonging and well-being within the community.

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Communication	Communicates with appropriate tone, clarity, and timelines. (Both oral and written communication).		
	Displays challenges in communicating effectively, leading to misunderstandings or misinterpretations. May struggle to convey messages clearly or respond in a timely manner. Requires improvement in both oral and written communication skills.	Communicates with appropriate tone, clarity, and timelines, effectively conveying messages to intended recipients. Demonstrates good listening skills and responds to inquiries or requests in a timely manner. Maintains professionalism in all communications.	Communicates with exceptional clarity, tact, and timeliness, both orally and in writing. Consistently delivers messages that are well-received and understood by diverse audiences. Demonstrates exceptional listening skills and adapts communication style to effectively engage with different stakeholders.
Working Relationships and Teamwork	Demonstrates an appreciation for Elon's close, student-focused community and works effectively with internal and external groups, departments, and individuals to foster a productive, inclusive and respectful working environment.		
	Struggles to build effective working relationships or collaborate with others, leading to friction within teams or departments. May exhibit behaviors that undermine teamwork or fail to contribute positively to the working environment.	Demonstrates an appreciation for Elon's close, student-focused community and collaborates effectively with colleagues and external partners. Contributes to a positive working environment by fostering teamwork and mutual respect.	Builds strong working relationships with internal and external stakeholders, fostering a collaborative and inclusive environment. Actively contributes to team success by supporting colleagues and promoting a sense of belonging. Consistently demonstrates empathy and respect in interactions with others.

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Dependability and Quality of Work	Recognizes the relative importance of certain tasks and responsibilities and has the ability to prioritize to ensure that deadlines are met. Actively demonstrates commitment to Elon's principles of excellence and shared responsibility by maintaining a consistent and predictable work schedule and punctuality.		
	Struggles to recognize the importance of certain tasks and may fail to prioritize effectively, resulting in missed deadlines or subpar work quality. Demonstrates inconsistency in maintaining a predictable work schedule and punctuality. Requires improvement in both task management and work quality.	Recognizes the relative importance of tasks and responsibilities, consistently prioritizing effectively to meet deadlines. Demonstrates commitment to excellence and shared responsibility by maintaining a consistent work schedule and punctuality. Delivers work of good quality that aligns with established standards.	Consistently demonstrates exceptional reliability and commitment to producing high-quality work. Proactively identifies and prioritizes tasks to ensure deadlines are met with precision. Sets an example of excellence in work ethic and reliability for colleagues.
Accountability	Demonstrates the ownership necessary for achieving desired results. Holds self and staff accountable for following policies and promotes the vision and direction of Elon University, including being fiscally responsible.		
	Shows inconsistency in taking ownership of outcomes and may struggle to hold oneself or others accountable. Fails to adhere to policies consistently and may not fully promote the university's vision and direction. Requires improvement in demonstrating accountability and integrity.	Demonstrates a strong sense of ownership and accountability for achieving results. Consistently follows policies and promotes the university's vision and direction. Takes responsibility for personal actions and decisions.	Takes ownership of achieving desired results and holds oneself and others accountable to the highest standards. Demonstrates integrity and reliability in following policies and promoting the vision and direction of Elon University. Proactively identifies areas for improvement and implements strategies to address them.

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Strategic Leadership and/or Supervision	Appropriately aligns efforts with the university strategic plan, departmental and divisional goals, delegating equitably and motivating through quality feedback, coaching and accountability.		
	Struggles to align efforts with strategic goals or effectively delegate tasks. Provides inconsistent feedback and coaching to team members, hindering their development. Requires improvement in strategic leadership and supervision skills.	Appropriately aligns efforts with strategic goals and effectively delegates tasks. Provides constructive feedback and coaching to team members, fostering their development. Demonstrates competency in strategic leadership and supervision.	Demonstrates exceptional strategic leadership by effectively aligning efforts with the university's strategic plan and departmental goals. Provides equitable delegation and motivates others through quality feedback, coaching, and accountability. Consistently exceeds expectations in driving organizational success.
Safety	Completes work in a safe way and follows all university and departmental policies and safety rules.		
	Demonstrates lapses in adherence to safety rules or protocols, potentially compromising the safety of oneself or others. Shows a lack of awareness of safety hazards or fails to take appropriate precautions. Requires improvement in safety awareness and adherence to protocols.	Completes work in a safe manner, adhering to all university and departmental safety rules. Demonstrates awareness of safety protocols and takes appropriate precautions to mitigate risks.	Demonstrates exemplary adherence to safety protocols and rules, consistently going above and beyond to ensure a safe work environment. Takes proactive measures to identify and address potential safety hazards. Serves as a role model for safety-conscious behavior.
NCAA Compliance (If Applicable)	Incorporate NCAA compliance responsibilities and fulfills responsibilities at the highest of institutional, personal, and NCAA standards.		
	The employee consistently upholds NCAA standards and makes an effort to avoid non-compliance though one or two unconscious situations may occur.	The employee makes an effort to align their own standards with the standards of Elon University and the NCAA to ensure compliance and good quality work.	The employees align their personal standards with the standards of Elon University and the NCAA effectively. The employee enables others to engage with this dynamic balance and supports an environment that encourages work of exceptional quality.