CUSTOMER-ORIENTED

	NOT MEETING EXPECTATIONS	MEETING EXPECTATIONS	EXCEEDING EXPECTATIONS
CLARITY	• Often fails to understand customer concerns or provide opportunities to express concerns. Fails to seek clarification when not understanding others and may take inappropriate action due to these misunderstandings. • Develops communications that are inaccurate, unclear, confusing, lacking important information, misrepresent the facts, and/or lack information appropriate to the target audience. • Tends to use a similar communication style regardless of the audience and/or the situation. Does not check to see if others understand their message.	• Listens to determine the most effective way to address customer needs and concerns. Asks questions and summarizes what the speaker is saying to confirm understanding and avoid miscommunications. • Clearly and accurately conveys relevant and factual information to inform the target audience effectively. • Adapts to the needs of audiences to ensure messages are understood.	• Exhibits engaged interactions such that customers are confident their needs and concerns have been heard, and assists others in gathering clear and relevant information. • Packages information to maximize efficient and clear communication in ways most readily understandable and useful to customers. Delivers messages that inform and frequently persuade audiences to take action. • Shows a keen ability to recognize when others are having difficulty understanding and adapts style to the needs of diverse audiences and/or complex situations.
AWARENESS	• Does not demonstrate a fundamental understanding of customer needs and does not seek new ways to enhance customer relationships with new service offerings. • Uses common methods to solve the same or similar customer problems, without incorporating learning from past mistakes.	• Shows a solid understanding of customer needs, seeks out customer input to better understand needs, and develops ideas to meet those needs. • Recognizes when work processes and/or outcomes are negatively affecting customers and takes appropriate steps to eliminate problems.	• Consistently exceeds customer expectations by anticipating customer needs and quickly adapting solutions to changing customer demands. • Recognizes that work processes and/or outcomes might or have already negatively affected customers and takes action to prevent or minimize such events in the future.
ATTENTIVENESS	• Fails to follow through on customer commitments consistently. May ignore customer requests or be disrespectful when responding. • Relationships with customers lack personal attention and focus. May be difficult for customers to reach or take an unreasonably long time to respond to customers, resulting in lower levels of customer satisfaction.	• Follows through on commitments, despite time pressures or obstacles, and maintains relevant communication with customer until job is completed. • Develops relationships with customers marked by attentiveness and customer satisfaction. Responds promptly to requests, willingly works to meet needs, and is generally easy to reach during work hours.	• Takes extraordinary action to meet customer needs, anticipates customer needs, and often responds before the situation requires action. • Maintains positive, long-term working relationships with clients, is skilled at focusing individualized attention, resulting in consistent, high-level customer satisfaction, makes self fully available by being flexible with time.
DIPLOMACY	• Does not maintain a professional and respectful tone and may react inappropriately when dealing with frustrated individuals or during sensitive or confrontational situations. • Presents self in a way that is inconsistent with the professional image of the University. Behavior, gestures, and speech appear unfriendly or apathetic and may impact the public image of the University.	• Maintains a professional and respectful tone and exhibits diplomacy when dealing with frustrated individuals or during sensitive or confrontational situations. • Consistently presents a calm, competent, and professional demeanor to the public and other agency/state employees. Behavior, gestures, and speech present a positive image of the University to customers.	• Tone, style, words, and gesture often diffuse confrontational situations and restore a positive tone. May coach coworkers on how to handle difficult individuals and situations effectively. • Presents self as a polished professional who inspires others to be more professional. Takes additional effort to ensure that interactions with the public sustain a positive image for the University.