EAST CAROLINA UNIVERSITY
CORE WORK VALUES
(for all ECU employees evaluated via PeopleAdmin PM Module)

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**Customer Service**  (This is an environment where we provide quality service to internal and external customers and are responsive to their needs.)

1. Identifies who their internal and external customers are.
2. Determines the needs of internal and external customers and is attentive to those needs.
3. Treats all customers in a professional, respectful, friendly and courteous manner.
4. Resolves customer concerns.
5. Anticipates and provides what customers need to enhance their experience.
6. Fully uses available resources, including technology, to enhance customer service.
7. Responds to phone/email messages, uses “out of office” message for email and phone, as appropriate, as specified within departmental guidelines.
8. Answers phone calls when possible instead of allowing them to go into voice mail on a routine basis.

**Outstanding** – Receives accolades from all customers. Seen as “role model” for customer service in all areas above. Is pro-active and takes initiative in development/improvement of customer service standards.

**Exceeds Expectations** – Receives accolades from majority of customers. Seen as a resources for customer service in all areas above.

**Meets Expectations** – Understands customers and receives several accolades, and receives no negative feedback.

**Below Expectations** - Quite often receives negative feedback/complaints from customers. Does not fully understand the concept of customer service.

**Unsatisfactory** – Almost always rude. Has received many complaints from customers. Has received disciplinary action for poor customer service.

**Compliance**  (This is an environment where we are knowledgeable about guidelines/rules/laws, etc. as they apply to our specific area, and university-wide, as appropriate, and make every effort to meet those standards.)

1. Complies with any university- and/or departmental-specific programs, related policies and procedures, guidelines, expectations, etc. (including performance and conduct) as well as standards of safety, accreditation, and other regulations.
2. Identifies and reports in good faith potential incidents of noncompliance to supervisor or other appropriate officer.

**Outstanding** – Is pro-active in ensuring compliance in all areas. Meets all standards as indicated above and is seen as a resource for compliance. Is pro-active and takes initiative in the development/improvement of processes to ensure compliance. 

**Exceeds Expectations** – Meets all standards above on a consistent basis. 

**Meets Expectations** – Meets the majority of the standards above on a consistent basis. 

**Below Expectations** - Is not in compliance the majority of the time. 

**Unsatisfactory** – Seldom in compliance. Lack of compliance has created significant negative impact for the unit/department. Has received disciplinary action related to this standard.

**Diversity** (This is an environment where we honor and embrace differences and recognize their value.)

1. Is willing to explore and overcome own biases. 
2. Is open to different ideas and approaches. 
3. Learns about characteristics, values and beliefs that are different from one’s own. 
4. Acknowledges and respects different customs and values in meeting customer needs. 
5. Is courteous and non-judgmental when interacting with others. 
6. Respects, appreciates and values all employees as individuals.

**Outstanding** – Is pro-active in diversity activities throughout the university. Actively serves as a diversity ambassador and/or on the diversity counsel and/or departmental diversity resource. 

**Exceeds Expectations** – Is seen as a diversity resource and meets all standards above on a consistent basis. 

**Meets Expectations** – Meets the majority of the standards above on a consistent basis. 

**Below Expectations** - Has demonstrated lack of understanding of diversity. Does not meet the above standards the majority of the time. 

**Unsatisfactory** – Almost never meets this standards. Demonstrates intolerance to differences in others. Has received disciplinary action related to this standard.

**Excellence** (This is an environment where we exceed the expectations of our customers and each other.)

1. Evaluates current processes and develops alternatives to improve processes and work outcomes while decreasing costs. 
2. Recognizes that all ideas and approaches have value. 
3. Encourages the development of new ideas. 
4. Accepts responsibility for developing self and pro-actively initiates development opportunities. 
5. Seeks, accepts and acts on feedback from supervisors, peers and customers. 
6. Supports continuous individual and organizational assessment and improvement. 
7. Sets high, realistic goals for him/herself.

**Outstanding** – Is pro-active in providing excellence throughout the university by continuously looking for ways to improve processes for maximum...
efficiency/effectiveness. Is seen as a resource to others for quality improvement initiatives. Consistently meets all standards above.

**Exceeds Expectations** – Meets all standards above the majority of the time.

**Meets Expectations** – Meets the majority of the standards above on a consistent basis.

**Below Expectations** - Does not meet these standards on a consistent basis. Is resistant to change and prefers the status quo. Does not seek ways to make improvements.

**Unsatisfactory** – Almost never meets these standards. Demonstrates intolerance to change. Has received disciplinary action related to this standard.

**Respect and Honesty** (This is an environment where we treat each other with compassion, respect and honesty.)

1. Recognizes the impact of his/her behavior on others.
2. Is responsible for his/her behavior towards others.
3. Expresses concerns about work issues and works constructively to create a resolution.
4. Is sensitive to the personal concerns and beliefs of others.
5. Interacts in an honest manner with all people inside and outside of the system.
6. Addresses any dishonest or unethical behavior, both upwards and peer-to-peer.
7. Admits, corrects and learns from mistakes.
8. Acts in a compassionate manner with everyone.

**Outstanding** – Always meets all the standards above. Is viewed as a “role model” for respect and honesty. May be asked to talk to others to assist them in development of these standards.

**Exceeds Expectations** – Is seen as a resource and meets all standards above on a consistent basis.

**Meets Expectations** – Meets the majority of the standards above on a consistent basis.

**Below Expectations** - Has demonstrated dishonesty and/or lack of respect on several occasions. Does not meet the above standards on a consistent basis.

**Unsatisfactory** – Almost never meets this standards. Demonstrates dishonesty and lack of respect on a consistent basis. Has received disciplinary action related to this standard.

**Communication** (This is an environment where we share information in an open and timely manner.)

1. Promotes an environment that support open communication.
2. Provides appropriate information to others in a respectful and helpful manner.
3. Communicates with all customers in a professional manner.

**Outstanding** – Always communicates as indicated above. May be seen as a resource to others to preview communications prior to distribution and/or asked to provide information on appropriate communication techniques. Receives no negative feedback from customers as it relates to unprofessional communications.

**Exceeds Expectations** – Meets all standards above on a consistent basis and receives no negative feedback from customers as it relates to unprofessional communications.

**Meets Expectations** – Meets the majority of the standards above on a consistent basis.
**Below Expectations** - Has demonstrated poor communication techniques. Does not meet the above standards the majority of the time.

**Unsatisfactory** – Almost never meets this standards. Demonstrates poor communication skills with no improvements noted when addressed. Has received disciplinary action related to this standard.

**Dependability** (This is an environment where we understand that our dependability impacts our work unit and our ability to appropriately serve our customers, and ensures appropriate use of resources.)

1. Consistently adheres to assigned work schedule.
2. Appropriately requests leave using departmental guidelines for calling out of work.
3. Maintains positive leave balances.
4. Ensures work is completed timely and appropriately.
5. Follows up appropriately and as necessary.

**Outstanding** – Always meets all standards. Can always be relied upon in cases of emergencies. Volunteers in time of need to assist others. Always takes time appropriately and maintains appropriate leave balances.

**Exceeds Expectations** – Is always dependable. Takes time appropriately and maintains leave balances.

**Meets Expectations** – Meets the majority of the standards above on a consistent basis. Maintains positive leave balances.

**Below Expectations** - Has demonstrated lack of dependability by seldom adhering to the above standards. May have had a negative leave balance during the past year.

**Unsatisfactory** – Almost never meets these standards. Demonstrates lack of dependability by failing to adhere to the above standards on a consistent basis. Has received disciplinary action related to this standard.

**For supervisory/managerial positions only:**

**Human Resources Management** (This is an environment where we value people as our greatest asset and strive for success for the individual, department and university.)

1. Approves work schedules and oversees daily operations.
2. Participates in the hiring process.
3. Responsible for new staff orientation.
4. Conducts all performance appraisals/competency assessments in a timely manner in accordance with policy.
5. Participates in personnel coaching, counseling, and implements performance improvement/career development plans as needed.
6. Promotes a positive, motivating environment supportive of staff retention.
7. Manages staff behavior and timely resolves issues, individually and within the department.
Outstanding – Always meets above standards. Seen as resource/mentor for others in this area.

Exceeds Expectations – Meets the majority of the standards above on a consistent basis.

Meets Expectations – Meets the standards above most of the time.

Below Expectations - Seldom meets the standards above. Needs constant reminders to meet these standards.

Unsatisfactory – Almost never meets these standards. Demonstrates lack of management by failing to adhere to the above standards on a consistent basis. Has received disciplinary action related to this standard.

Leadership (This is an environment where we serve as a positive role model and leader to effectively encourage and develop others, not only personally, but within the department, university and the community.)

1. Demonstrates commitment to university and organizational values.
2. Actively promotes workplace diversity.
3. Exhibits professionalism in evaluating and recognizing staff performance and promotes staff development.
4. Establishes clear two-way communication with all staff to ensure accountability and understanding of pertinent issues.
5. Meets regularly with staff to communicate organizational and departmental priorities.
6. Functions as a liaison between individuals and groups.

Outstanding – Always meets above standards. Seen as resource/mentor for others in this area.

Exceeds Expectations – Meets the majority of the standards above on a consistent basis.

Meets Expectations – Meets the standards above most of the time.

Below Expectations - Seldom meets the standards above. Needs constant guidance/mentoring in meeting these standards.

Unsatisfactory – Almost never meets these standards. Demonstrates lack of leadership by failing to adhere to the above standards on a consistent basis. Has received disciplinary action related to this standard.

Budget/Financial Management (This is an environment where we strive to be good stewards of not only state funds, but all funding sources, and utilize them in the most efficient means possible).

1. Operates department/unit within allocated budget, as appropriate.
2. Seeks additional resources for funding, as appropriate.

Outstanding – Always meets above standards.

Exceeds Expectations – Meets the majority of the standards above on a consistent basis. Maintains current knowledge of state of the budget.

Meets Expectations – Meets the standards above most of the time. Budget maintained within appropriate limits.
Below Expectations - Seldom meets the standards above. Seldom knows state of the budget. Fails to produce/is unable to produce budget reports timely without constant reminders.

Unsatisfactory – Almost never meets these standards. Demonstrates lack of understanding of the budgetary process. Has received disciplinary action related to this standard.