Supervisor & Manager

Problem Solving		
Unacceptable	**Meets Expectations**	**Far Exceeds Expectations**
Seldom breaks down problems into their parts, or examines root causes. Seldom considers consequences before making final decision.	Breaks down problems into fundamental parts. Identifies root causes and addresses problems in ways that lead to innovative solutions.	Generates innovative, elegant solutions that are aligned with the University's mission and vision. Sees beyond the immediate solution to potential process improvements.
At times makes decisions that overlook important available information.	Makes informed decisions based on available and hard to find information. Utilizes information that is relevant, current and clear.	Consistently makes informed and well thought out decisions, based on all available and obscure information. Always utilizes information that is relevant, current and clear.
Fails at times to recognize issues that require a solution; overlooks actions needed to advance the decision making process.	Recognizes typical as well as complex and obscure issues, and actions needed to advance the decision making process. Recommends possible solutions. Follows up to ensure resolution.	Even in the most difficult situations, recognizes issues and determines whether action is needed; takes charge of a group when necessary and makes decisions in a timely manner.
Is resistant to new ideas and processes. Infrequently adjusts approach to achieve results.	Is open to and creates new ideas and processes; modifies approach to achieve results in changing situations.	Consistently, in all cases, considers and creates new ideas and processes and encourages others to do the same.
Overlooks opportunities to assist employees with solving problems. Does not recognize others for successful problem solving.	Assists employees in diagnosing problems and recognizing issues. Takes time to help employees identify critical connections, consequences and alternatives. Recognizes successful adaptations	Often gives staff opportunities to apply and strengthen problem solving skills. Challenges staff with opportunities. Establishes a culture that embraces problem solving for personal growth.

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