

**EAST CAROLINA UNIVERSITY CORE
WORK VALUES**
Updated 2/2025

<i>For all positions:</i>	<i>For supervisory/managerial positions only:</i>
<i>Customer Service</i>	<i>Human Resources Management</i>
<i>Compliance</i>	<i>Leadership</i>
<i>Excellence</i>	<i>Budget/Financial Management</i>
<i>Respect and Honesty</i>	
<i>Communication</i>	
<i>Dependability</i>	

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

1. Identifies internal and external customers.
2. Determines and attends to the needs of internal and external customers.
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 and uses “out of office” messages for phone/email, 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.

Exceeds Expectations – Receives accolades from all customers and is seen as a “role model” for customer service in all areas above. Takes initiative in development/improvement of customer service standards.

Meets Expectations – Receives accolades from customers. Understands customer service and receives no negative feedback.

Below Expectations – Often receives negative feedback or complaints from customers. Does not fully understand the concept of customer service and/or 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 the university, as appropriate, and make every effort to meet those standards.)

1. Complies with any university- and/or departmental-specific programs and related policies, 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.

Exceeds Expectations – Meets all standards above and is proactive in ensuring compliance in all areas. Takes initiative in the development/improvement of processes to ensure compliance.

Meets Expectations – Meets majority of compliance standards on a consistent basis.

Below Expectations – Does not meet compliance standards on a consistent basis and/or has received disciplinary action related to these standards.

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 simultaneously 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.

Exceeds Expectations – Meets all standards above and continuously looks for ways to improve processes for maximum efficiency/effectiveness. Is seen as a resource to others for quality improvement initiatives.

Meets Expectations – Meets most excellence standards on a consistent basis.

Below Expectations – Does not meet excellence standards on a consistent basis and demonstrates resistance to change. Does not seek ways to make improvements and/or has received disciplinary action related to these standards.

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.

Exceeds Expectations – Meets all standards above and is viewed as a “role model” for respect and honesty.

Meets Expectations – Meets most respect and honesty standards on a consistent basis.

Below Expectations – Does not meet respect and honesty standards on a consistent basis. Demonstrates a lack of respect or dishonesty on several occasions and/or has received disciplinary action related to these standards.

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.

Exceeds Expectations – Meets all standards above and receives no negative feedback from customers as it relates to unprofessional communications. May be seen as a resource to others by previewing communications prior to distribution and/or providing information on appropriate communication techniques.

Meets Expectations – Meets most communication standards on a consistent basis.

Below Expectations – Does not meet communication standards on a consistent basis. Demonstrates poor communication techniques and/or has received disciplinary action related to these standards.

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

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.

Exceeds Expectations – Meets all standards above and can be relied upon in cases of emergencies. Volunteers in times of need to assist others. Takes time appropriately and maintains positive leave balances.

Meets Expectations – Meets most dependability standards on a consistent basis and maintains positive leave balances.

Below Expectations – Does not meet dependability standards on a consistent basis and may have had a negative leave balance during the past year. Demonstrates lack of dependability and/or has received disciplinary action related to these standards.

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. Oversees new staff orientation.
4. Conducts all performance appraisals/competency assessments in a timely manner in accordance with policy.
5. Participates in personnel coaching and counseling, implementing performance improvement/career development plans as needed.
6. Promotes a positive, motivating environment supportive of staff retention.
7. Manages staff behavior and resolves issues in a timely manner, individually and within the department.

Exceeds Expectations – Meets all standards above and may be seen as a resource/mentor for others in this area.

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

Below Expectations – Does not meet the standards above on a consistent basis. Needs constant reminders to meet these standards. Demonstrates lack of management and/or has received disciplinary action related to these standards.

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 community.)

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

Exceeds Expectations – Meets all standards above and may be seen as a resource/mentor for others in this area.

Meets Expectations – Meets most leadership standards on a consistent basis.

Below Expectations – Does not meet leadership standards on a consistent basis. Needs constant guidance/mentoring in meeting these standards and/or has received disciplinary action related to these standards.

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 the allocated budget, as appropriate.
2. Seeks additional resources for funding, as appropriate.

Exceeds Expectations – Meets all standards above and maintains current knowledge of the state of the budget.

Meets Expectations – Meets most of the standards above on a consistent basis. Maintains the budget within appropriate limits.

Below Expectations – Does not meet the standards above and fails to produce budget reports in a timely manner. Demonstrates a lack of understanding of the budgetary process and/or has received disciplinary action related to these standards.