

CRITERION-BASED SCORECARD

CHANGE - Flexibility and Adaptability	
	Rigid to changes and reforms, not able to easily adapt, resists. (1)
	Should be frequently instructed about his/her personal development and progress requirements under his/her responsibility area, any possibilities and opportunities of improvement should be frequently shown. (2)
	Satisfactorily adapts to the necessary changes and reforms for the fulfillment of his/her work. (3)
	Quite quickly adapts to the changes and reforms, and reflects this adaptation to his/her work. (4)
	Very quickly adapts to the changes and reforms and reflects all of the required changes consistent with the philosophy of the University and encourages others. (5)

CHANGE - Self-improvement	
	Not able to assess his/her personal development and works under his/her responsibility, does not accept feedback, does not follow up on any developments. (1)
	Should be frequently instructed about his/her personal development and progress requirements under his/her responsibility area, any possibilities and opportunities of improvement should be frequently shown. (2)
	Open to feedback towards the improvement of his/her job and himself/herself. At the end of works completed, assesses himself/herself and searches for improvement possibilities at the expected level. (3)
	Endeavours to realize and implement the development opportunities, keeps track of innovations in his/her area of job by his/her own initiative and asks feedback. (4)
	Assesses all of the improvement opportunities for himself/herself and his/her institution, broadens the borders of his/her work by improving himself/herself and thus adds value to the institution. Asks and provides feedback towards the improvement of both himself/herself and his/her environment. (5)

CHANGE - Innovation	
	Only concentrates on present solution methods on his/her work, does not question the reasons of any problem, and does not search for new solution methods and approaches. (1)
	Needs to be instructed and/or reminded about different approaches on his/her working area, needs instruction on which subjects are important and privileged. (2)
	Questions established approaches towards solutions at the work, searches various resources for any suggestions on alternative solutions and approaches, makes assessments, prioritize his/her tasks at the expected level. (3)
	Prioritizes his/her tasks on his/her working area and deeply analyses alternative solutions and approaches towards those tasks, brings a new perspective and shows effort to put that perspective into practice, supports the efficiency of his/her suggestions. (4)
	Deeply examines and analyses business methods, serves as a model to his/her teammates by developing various suggestions towards solution and approach and helps to quickly reach work results by setting important subjects to be provided for new approaches. (5)

CHANGE - Initiative	
	Asks advice for every matter, always avoids taking initiative and hesitates in cases requiring initiative. (1)
	Always needs to be closely followed-up and directed on his/her every work, have difficulties in taking his/her own initiative. (2)
	Carries on works by taking the required initiative at the level of role and responsibility expected from him/her without delay. (3)
	Takes action by taking efficient initiative in every situation needed and directs the work and concerned persons. (4)
	Even in unexpected and extraordinary situations, acts appropriately within his/her responsibilities by taking initiative and thus makes difference in his/her responsibility area. (5)

COLLABORATION - Communication	
	Does not openly share his/her views and information. Problematic in communicating with others, does not understand the messages conveyed, and not able to express himself/herself and/or incompatible. (1)
	Has difficulties in communicating with others, expressing himself/herself and acting in an open manner related with his/her job. (2)
	Clearly expresses his/her views, shares information, understands others correctly and makes sure that his/she is understood correctly. (3)
	Has quite effective communication skills, acts respectful, always uses effective communication tools within/outside his/her group. (4)
	Openly expresses his/her views without fear of criticism and encourages his/her teammates to do the same. Creates atmospheres to make everyone freely express their opinions. (5)

COLLABORATION - Collaboration with Others	
	Does not appreciate opinions of others, tries to look out for himself/herself in his/her solutions. (1)
	Does not necessarily adopt an encouraging attitude in producing solutions of common interest within the working environments at the University, the importance of this attitude is needed to be reminded him/her from time to time. (2)
	While working together with other departments, endeavour to produce common solutions at the expected level. (3)
	Offers his/her own knowledge and experiences in order to create solutions for the benefit of the University. (4)
	Creates exemplary collaboration opportunities for the benefit of the University, always encourages his/her teammates and colleagues in a positive way. (5)

COLLABORATION - Team Work	
	Not compatible and tolerant while working together with other team members, not sensitive to the desires and needs of his/her colleagues, ignores their opinions. (1)
	Should be frequently guided for team working, his/her responsibility in the success of team is needed to be reminded him/her from time to time. (2)
	Works in harmony with his/her teammates in order to reach team targets, has a positive communication level within the team. (3)
	Understands both his/her and others' necessities in obtaining a common success, shows the required flexibility, contributes to the production of a common solution. (4)
	Motivates both himself/herself and others towards team success under any compelling circumstances, gives all necessary support for success, is an exemplary employee in that sense. (5)

COLLABORATION - Service Focused	
	Not concerned with the needs of his/her service consumers, does not care, satisfaction level of his/her services is low. (1)
	In order to increase satisfaction level, should be frequently reminded about the needs of partners, is expected from him/her to examine situations and service more often. (2)
	Understands the needs of his/her service customers, presents specified actions at the expected level for satisfaction of the needs. (3)
	Concerned with the needs and satisfaction of partners, regularly examines the service and offers new solutions in order to increase satisfaction level. (4)
	Exemplarily service focused, anticipates the needs of partners and creates a satisfaction level that makes difference in service focus. (5)

OPERATIONS MANAGEMENT - Planning and Organisation	
	Not able to make any work plan, not able to specify his/her priorities in an accurate way and not able to effectively use the resources. (1)
	His/her work plans need to be frequently controlled. Needs to be frequently inquired about the actual state of his/her works. (2)
	Plans his/her works at the expected level, set his/her priorities at the required level. (3)
	Is able to revise his/her work plan according to the priorities, always follows up his/her incomplete works and knows the actual state of them, regularly gives updated information on his/her work. (4)
	An exemplary employee in planning and organization. Makes action plans for himself/herself and others and manages the resources in order to reach the works to result on time according to the changing priorities. (5)

OPERATIONS MANAGEMENT - Result Oriented	
	Not able to achieve result in work, leaves his/her works inconclusive without overcoming the obstacles confronted. (1)
	Should be frequently assessed and controlled in order to reach his/her works to a result, should be instructed in how to overcome any obstacles confronted. (2)
	Achieves results in works under his/her responsibility by finding solution methods at the required level and adopts encouraging attitudes towards his/her colleagues. (3)
	Reaches specified high quality standards related with his/her responsibility area by finding solutions despite any obstacles, plays a motivating role towards his/her colleagues to this end. (4)
	Reaches a result despite of all obstacles confronted at his/her work, also encourages others to be result oriented. (5)

OPERATIONS MANAGEMENT - Problem Solving	
	Does not confront problems and incapable to produce solutions. (1)
	Tends to directly jump into solution without analysing the problems or investigating the reasons. (2)
	Achieves the required level in analysing the routine or similar previous problems, and produces alternative solutions. (3)
	Investigates the reasons in problem solving, selects appropriate tools and resolves problems quickly and efficiently by developing various solution suggestions. (4)
	Highly successful in preventing problems through anticipation even without their appearance, and develops and applies long-term solutions. (5)

OPERATIONS MANAGEMENT - Diligent and Accurate Work	
	Negligent in doing his/her job, his/her work is unreliable, his/her work always needs to be checked. (1)
	His/her work often results in substandard performance, needs close follow-up and checking. (2)
	Shows due diligence in his/her work, accurate, his/her work rarely needs checking. (3)
	His/her diligent and accurate working level is high, no need to be checked. (4)
	His/her work outputs are exceptional, his/her concentration on job is excellent. (5)

General Comments(Please indicate your comments).....

Total Score	0
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