

# Performance assessment (performance criteria)

Performance describes a person's current capabilities based on existing skills, characteristics and knowledge. The basis for the assessment is the current observable behaviour and the qualitative and quantitative goals actually achieved in relation to assigned tasks and responsibilities.

Category	Definition	Characteristics	The descriptions of the characteristics of the respective category are rated on a 5-level-scale in the system. The scale levels below are examples of the evaluation levels 1, 3 and 5. This information can be found in the assessment forms in SuccessFactors and serves as a guide for employees/managers.		
			Rating Scale 1 ☆☆☆☆☆	Rating Scale 3 ★★★☆☆	Rating Scale 5 ★★★★★
<b>Expertise</b>  Expertise is the specialized knowledge that enables the employee to carry out their work. This can vary greatly from person to person. A Finance assistant needs specialised knowledge of their own area of work, while an Engineer must have specialized knowledge and methods.	<b>Skills &amp; Knowledge</b>	Demonstrates proficiency acquired through training, education, or practice essential for the job.	A lot of support and guidance in completing tasks is needed.	The specialist knowledge required for the position is demonstrated and is put into practice, tasks are completed effortlessly and without additional support.	A high level of specialist knowledge is demonstrated by immediately understanding technical/functional issues and effectively summarising and applying conclusions. There are often requests by others as an expert in the area.
	<b>Understanding</b>	Ability to quickly and accurately grasp new information, recognise patterns, and apply knowledge effectively.	To fully absorb and understand information a lot of explanation is needed, therefore an above-average amount of time to familiarise with new areas of responsibility is needed.	Has a complete grasp of the subject matter and therefore familiarisation with new areas of responsibility is quick.	Has an above-average grasp of the subject matter, recognises patterns or far-reaching connections and intergrates in a targeted manner.
	<b>Knowledge sharing</b>	Consistently transfers knowledge and experience to others in an organised and appropriate way.	There is little willingness to share knowledge or help others. Information is kept to oneself and nothing is contributed to sharing of knowledge within the team (e.g. in projects or coordination).	Knowledge and experience is shared and passed on to colleagues in a team-oriented manner.	Knowledge is shared proactively and documented systematically. The knowledge gained is used effectively and sustainably. Provides training to new colleagues, and there is strong contribution to sharing knowledge for further development at a team level.

Category	Definition	Characteristics	The descriptions of the characteristics of the respective category are rated on a 5-level-scale in the system. The scale levels below are examples of the evaluation levels 1, 3 and 5. This information can be found in the assessment forms in SuccessFactors and serves as a guide for employees/managers.		
			Rating Scale 1 ★☆☆☆☆	Rating Scale 3 ★★★☆☆	Rating Scale 5 ★★★★★
<b>Result</b>  The work result is defined by the completion of aligned goals and objectives and that they are planned and implemented in an appropriate manner.	<b>Drive for results</b>	Consistently acts decisively with a clear focus on achieving goals and objectives.	There is little commitment to achieving goals or tasks. Goals are often missed or tasks are not adequately completed or the focus on the task is lost.	Work requirements are implemented in a goal-oriented manner and set goals and tasks are achieved.	Work requirements are often exceeded and above-average motivation, efficiency and effectiveness is shown.
	<b>Resilience</b>	Ability to demonstrate agreed working results on time, even under challenging conditions.	Work results are rarely achieved; there are frequent fluctuations in the quality of work performed. Does not respond well to setbacks or more challenging situations.	Consistent work results are delivered, unaffected by distractions or challenges. Recovers quickly from setbacks and responds well to challenging situations.	Even when faced with challenging tasks, very high quality work is delivered within the agreed framework. Recovers very quickly from setbacks, in challenging situations is adaptable and flexible.
	<b>Autonomy</b>	Ability to cope with work tasks autonomously.	Frequent feedback and support is needed in the execution of tasks (e.g. prioritization) in order to achieve the intended goal.	Tasks are carried out independently.	A very independent way of working is shown, additional tasks to be completed are always identified and taken on without being asked.
<b>Way of working</b>  Ways of Working is the ability to tackle tasks quickly, analyse and complete them correctly and take responsibility for the results achieved.	<b>Time and Self-management</b>	Ability to set and adhere to priorities and organise tasks effectively.	Takes too much time for the completion of tasks; deadlines are not met, work results often fall short of the instructions/assignment.	Tasks are handled efficiently and effectively and priorities are set correctly.	A very high degree of self-discipline is shown, the efficiency of others is increased and other colleagues are supported in implementing specific actions in a target-oriented manner.
	<b>Problem-solving</b>	Ability to identify, analyse, and resolve challenges and overcome obstacles effectively.	Scope for creativity is not used and problems and obstacles are accepted without being questioned.	Problems & obstacles are recognized and pointed out and solutions to resolve identified.	Even if personally unaffected, there is a strong drive to eliminate problems & obstacles, introduce new ideas and develop innovative solutions.
	<b>Take ownership</b>	Ability to make informed decisions and take ownership of actions.	Decisions are often rushed into without weighing up the consequences; responsibility for mistakes/wrong decisions is shifted away from themselves.	Decisions are well-considered and responsibility is taken for them.	All consequences of decisions are considered, calculated risks are taken, sufficiently articulated and responsibility is taken for mistakes/wrong decisions.

Category	Definition	Characteristics	The descriptions of the characteristics of the respective category are rated on a 5-level-scale in the system. The scale levels below are examples of the evaluation levels 1, 3 and 5. This information can be found in the assessment forms in SuccessFactores and serves as a guide for employees/managers.		
			Rating Scale 1 ★☆☆☆☆	Rating Scale 3 ★★★☆☆	Rating Scale 5 ★★★★★
<b>Collaboration</b>  Collaboration refers to personal behaviour, teamwork and communication skills towards superiors, colleagues, customers, suppliers and business partners. Different interests are recognized, the opinions of others are respected and dealt with confidently.	<b>Behaviour &amp; communication towards others</b>	Ability to build effective relationships, interact with others appropriately and professionally.	Misunderstandings or mistakes occur due to unclear communication; behaviour is impulsive and/or inappropriate (e.g. unfriendly or loud).	Other people are met with friendly and considerate behaviour and communication is clear, precise and logical.	Interaction with others at different levels is always in a situation-adapted and targeted manner, and the level of detail in the content of communication is chosen correctly at all levels.
	<b>Ability to deal with conflicts</b>	Ability to recognize, analyse, and resolve interpersonal conflicts constructively.	When working with others, conflicts often occur and constructively resolving conflict is difficult or not addressed.	Interpersonal conflicts are easily and constructively resolved.	Emerging conflicts are recognized and attempts are made to resolve or mitigate them in advance. Conflicts are resolved constructively and a positive atmosphere is maintained afterwards.
	<b>Team collaboration</b>	Ability to work effectively in a team with a diversity of perspectives and ideas, regardless of team and department.	The lack of sensitivity to the moods and needs of others leads to the perception of not working collaboratively.	Collaboration takes place effectively across teams and/or locations. Diverse perspectives and ideas are sought and considered.	There is always a proactive approach to others perspectives, team collaboration is promoted, all team members are integrated and supported equally and teamwork is given extremely high priority.
<b>Leadership</b>  Leadership involves driving a high performance, development culture with the ability to lead employees in a resource-oriented, effective manner.	<b>Ability to delegate</b>	Ability to assign tasks and decision-making powers, to engage and upskill others and achieve results.	Tasks are rarely or ineffectively delegated, so that team members often do not know what is expected of them and tasks are therefore completed inadequately.	Tasks are delegated to team members in such a way that they can be completed efficiently and effectively. There is confidence that the delegated tasks will be completed successfully.	Delegation skills are demonstrated excellently by distributing tasks to team members based on strengths and available resources, thereby enhancing both individual and team performance.
	<b>Recognition</b>	Ability to acknowledge and appreciate the value and performance of team members.	Individual feedback is rarely given to team members and performance only recognized to a limited extent.	Constructive and individual feedback is regularly given to team members and performance is recognized in order to promote motivation.	Team members are motivated through regular, constructive feedback and individual performance is recognized. Individual motivation is encouraged by sharing and celebrating successes in different forums without taking credit for oneself.
	<b>Develop others</b>	Ability to provide opportunities for team members to develop skills and offer the right level of support and guidance.	Little commitment is shown to develop team members and opportunities to promote their skills are often neglected.	Further development of team members is actively promoted.	An exceptionally high level of commitment is shown in the promotion and development of team members, development opportunities are actively identified, independent learning is encouraged and mentoring is offered.