

**Explanation of Job Performance and Competency Levels
(2018 Academic year)**

Payap University has established work result standards for various levels of capability as follows:

1) Practical Work Levels

There are five grade levels according to effectiveness and ability to perform job titles as follows:

Score	Level of performance and work output	Ability Level	Capability to perform at that level
5	Far Exceed Expectations	Very great ability, clearly demonstrates results that are far above standard, exceeding levels set for that title, and output is consistently very good	Has capability to rise above this level
4	Exceed Expectations	High ability, clearly showing results above standard for the title, and consistently good output	Able to develop capability above this level
3	Meet Expectations	Acceptable ability, clearly showing results consistent with this level, and consistently good output	Capability appropriate for this position
2	Below Expectations	Ability is below standard, manifesting results below this level of position, with only adequate output	Capability not appropriate for this position
1	Far Below Expectations	Ability is very much below standard for this level, clearly showing output much below standard for this position and output lacks quality	Incapable

2) Scores and interpretations for ability to perform

There are five capability levels with the following explanations and indicators:

Score	Capability Level	Explanation	Performance Indicators
5	Expert	Emphasis on strategy and work plans at the university level, together with ability to advise others as to ways and steps in the work, and ways to solve problems	<ul style="list-style-type: none"> - Able to do strategic planning and to designate ways to go to meet future exigencies - able to give instructions, steps to take, and methods for problem solving - is a representative of the unit in disseminating knowledge and experience to other units or outside personnel
4	Advanced	Demonstrates analytical behavior and introduces new things to use to enhance the quality of the unit's work and to teach the work to others so they are able to perform as designated	<ul style="list-style-type: none"> - Able to improve work systems and steps - teaches others to understand methods and steps in the unit's work - able to exchange knowledge with outside units - able to explain in great detail the advantages and disadvantages that might occur in work of the unit
3	Developing	Ability to lead team members as well as to show new ideas for the benefit and purpose of the unit	<ul style="list-style-type: none"> - Introduces problems or obstacles that might come up in the work by identifying effective and ineffective steps in the work - ability to explain steps and work methods that are basic or practical - arouses interest in team members to seek new knowledge in the work for which they are responsible
2	Doing	Indicates individual job performance or helpfulness to have team members accomplish their assignments	<ul style="list-style-type: none"> - Able to explain or give initial information and basic methods for the work for which they are responsible - helps team members, able to explain and give information related to the work responsibility - gives leadership to team members about steps and methods that should be followed
1	Basic	Beginning to practice to gain work ability under direction or in accord with established procedures or work which is not hard or complicated	<ul style="list-style-type: none"> - Able to explain concepts, principles, steps and methods for the work assigned - can explain the assigned boundaries and duties - can respond to questions or issues of the assigned work - seeks opportunities to study and gain knowledge in the assigned work area

3. Levels of Competency which are Standard for Various Titles

Competency	Academic										Non-academic								
	President	Vice President	Assistant to	Dean	Assistant to Vice President	Vice Dean	Assistant to Dean	Department Head	Head of Subjects	Full time instructors	Director	Deputy Director	Manager	Head of Office	Head of Department	Spiritual Life staff	Instructor working in an	Service staff	Building and Ground Staff
1. Core Competency																			
1.1. Service Mindedness	4	4	4	4	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3
1.2. Integrity Morality and Ethics	4	4	4	4	3	3	3	3	3	3	4	3	3	3	3	4	3	3	3
1.3. Motivation for Achievement	4	4	4	4	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3
1.4. Continuing Education and Development	4	4	4	4	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3
1.5. Teamwork	4	4	4	4	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3
1.6. Internationalization	4	4	4	4	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3
2. Function Competency																			
2.1. Knowledge and Understanding of Responsibilities	4	4	4	4	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3
2.2. Behaviors and disciplines	4	4	4	4	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3
2.3. Using resources wisely and efficiently	4	4	4	4	3	3	3	3	3	3	4	3	3	3	3	3	3	3	3
3. Managerial Competency																			
3.1. Strategic planning/managing and putting plans into practice	4	4	4	4	3	3	3	3	3	-	4	3	3	3	3	3	-	-	-
3.2. Accountability	4	4	4	4	3	3	3	3	3	-	4	3	3	3	3	3	-	-	-
3.3. Communication and Teamwork	4	4	4	4	3	3	3	3	3	-	4	3	3	3	3	3	-	-	-
3.4. Analytical thinking, problem solving, and decision making	4	4	4	4	3	3	3	3	3	-	4	3	3	3	3	3	-	-	-
3.5. Creativity	4	4	4	4	3	3	3	3	3	-	4	3	3	3	3	3	-	-	-