

## Performance Review Criteria

PERFORMANCE AREA	UNACCEPTABLE	BELOW EXPECTATIONS	SATISFACTORY	EXCEED EXPECTATIONS	OUTSTANDING
<b>Observes Work Hours</b>	Frequently late in the morning or after lunch; leaves early; takes numerous and/or extended breaks	Periodically late in the morning or after lunch; sometimes leaves early; multiple breaks	Here and ready to work at start time; works until end of shift; flexible lunch schedule to accommodate workload		
<b>Attendance</b>	Frequent absences; no arrangements to cover work in absence	Periodic absences; hit and miss arrangements for work in absence	Few absences; initiates coverage for work in absence		
<b>Attire and Grooming</b>	Revealing, dirty, torn or wrinkled clothes; offensive pictures on clothing	Clothing for more rugged, dirty work (jeans, work boots)	Professional slacks and blouses or sweaters; suits for major meetings		
<b>Safety Practices</b>	Consistently misusing tools and equipment	Inconsistent use of tools and equipment	Consistently aware of safety of self and others; consistent appropriate use of tools and equipment		
<b>Use and Care of Equipment</b>	See Above	See Above	See Above		
<b>Work Area Organized</b>	Excessive clutter; unable to find files and other items when needed	Can usually find things, but no one else could find things in work area	Labels files; cleans desktop; others can find files in work area		
<b>Job Knowledge</b>	Repeated incorrect information; relies on others to provide information	Considerable confusion; limited use of resources; goes to others frequently	Understands and uses resources; rarely gives incorrect information	Goes to others only for clarification; applies information from one situation to the next	Understands the process as well as the information; takes initiative to find out
<b>Job Skills</b>	Unable to perform many job-related tasks	Has trouble performing tasks correctly	Consistently performs tasks correctly; self-reliant	Performs well and anticipates needs	Able to perform own tasks and pick up tasks of others
<b>Attitude</b>	Uncooperative, argues, complains, rude	Unpredictable, focus on job description vs. business needs	Cooperative, helpful, supportive of others	Cooperative, positive influence, committed to job completion	Cooperative, supportive, positive, encouraging
<b>Volume of Acceptable Work</b>	Minimal work completed after numerous prods; many errors	Some tasks completed; others miss deadlines; errors and inconsistencies	Keeps up with daily workload; serves as final checkpoint for accuracy	Does daily work, assists others while maintaining accuracy	Able to take on new projects while maintaining excellence
<b>Quality of Work</b>	Most work incorrect	Numerous errors, doesn't improve over time	Few errors, materials produced reflect quality	Usually error free, catches own and director errors	Error free, assists others, introduces steps to ensure quality
<b>Planning and Organization</b>	Jumps from task to task, unable to outline steps to project	Easily loses track, can outline steps but difficulty following them	Can identify and follow project steps, knows when to seek assistance	Identifies and implements steps, recognizes needed information and gets it	Sets and follows steps for several simultaneous projects

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<b>Judgment and Decisions</b>	Misinterprets policy and misapplies procedures	Decisions often create additional problems	Correctly uses policy & procedure; applies info from past discussions	Adds intuition and experience to assessment; can support decision	Sees many levels of situation; can articulate rationale for decision
<b>Meets Deadlines</b>	Rarely has work completely done by deadline	Sometimes has work done by deadline	Regularly has work done by or before deadline	Frequently completes work before deadline; knows when to adjust priorities	Done before deadline and anticipates other tasks
<b>Accepts Responsibility</b>	Makes innumerable excuses	Occasionally takes responsibility	Readily acknowledges errors; initiates steps for performance improvement	Accepts responsibility and seeks ways to avoid errors	Accepts errors, avoids problems and helps others avoid errors
<b>Accepts Direction</b>	Challenges all suggestions, doesn't do as requested	Challenges some input but follows some suggestions	Readily accepts advice and retains information	Readily accepts advice, responds with own ideas	Accepts advice and encourages input
<b>Oral Communications</b>	Often misspeaks, unaware of impact of own words	Sometimes well spoken and sometimes struggles	Usually well spoken, aware of impact of own words	Presents ideas well, solicits input from others	Presents ideas well, solicits input, listens and responds
<b>Written Communications</b>	Poor grammar, spelling and punctuation; limited ability to convey thoughts	Limited ability to convey thoughts, some writing errors	Thoughts read well, grammar, spelling and punctuation good	Drafts correspondence and marketing copy with minimal direction, proof reads effectively	Writing is error free, drafts letters and marketing well, helps others with writing
<b>Initiative</b>	Requires frequent reminders to complete tasks	Usually completes tasks with minimal reminders	Completes tasks without reminders; anticipates tasks for other projects	Completes tasks, anticipates other tasks, anticipates needs of others	Completes tasks, anticipates other tasks, anticipates needs of others, teaches others to anticipate
<b>Learning Ability</b>	Difficulty in learning, forgets quickly	Learns slowly and only retains some information	learns at moderate pace, retains information	learns quickly; retains information; applies info from one situation to the next	Learns quickly; filters what information is important; applies info across circumstances
<b>Customer Contacts</b>	Rude, does not return calls, unskilled at getting information from customer	Volatile, returns some calls but not all, might initiate follow-up	personable, reassuring, skilled at soliciting information	Thorough information and follow-through; gets complete details	Accurate and thorough; anticipates customer questions
<b>Work Relationships</b>	Does not earn or give respect; unreliable; rude, disruptive, intolerant	Usually interacts well with those in immediate area	Engaging, supportive, shows respect, caring; interacts with other depts.	Adapts own style to others; solicits input from other depts.	Maintains interpersonal relations; can explain department and individual roles and functions

**This is intended to be a guideline (only) for purposes of assisting with the determination of the appropriate rating. Each employee and position combination is unique and which requires careful consideration reflective of the performance in their individual role.**