**Review Criteria Break-Down**

**\*\*\*Template Document\*\*\***

1. **Job Knowledge:** Demonstrates knowledge and skills to properly do the job

**1: Unsatisfactory~** Cannot be relied upon to help or train other staff. Doesn’t have the skills to be a steward of knowledge for the area. Often lacks knowledge to perform job independently.

**2: Needs Improvement~** Doesn’t keep up with the newest skills or information across the College. Does not actively seek to learn skills necessary to train/mentor others.

**3: Satisfactory~** Learns new skills as needed, but not necessarily innovative. Offers suggestions to improve processes from time to time based on knowledge of current process and outcomes. Is consistently relied upon to share information with others without concerns about accuracy or completeness. Can be relied upon to effectively train/mentor others on job related skills.

**4: Very Good~** Learns new skills remain as efficient as possible, not just as needed. Regularly looks to improve processes across the area. Shares knowledge openly and analyzes the use of that knowledge to help others to gain knowledge and perspective. Has a better than average understanding of topics relating to tasks.

**5: Outstanding~** Consistently looks to expand knowledge and help others. Not just a doer, but a teacher of skills learned. Skills are learned, not just to improve, but to grow and innovate. Seeks to be a go-to for information and collaborates with others to ensure that knowledge is accurate, consistent, and up to date and is an expert at all tasks owned by the position.

1. **Quality of Work:** Exhibits accuracy, high quality and thoroughness

**1: Unsatisfactory~** Work that is generated is rarely accurate, thorough, or reliable/timely. Work is often late.Guidance needed to complete tasks slows processes and delays completion.

**2: Needs Improvement~** Work that is generated falls short of being consistently accurate, thorough, or reliable/timely, but regularly meets at least two of these criteria. Guidance is consistently needed in order to complete projects.

**3: Satisfactory~** Work that is generated is of good quality. Can be used internally, or shared externally within the college with little or no modifying. Information can be relied upon to be accurate and is completed timely. Some guidance may be needed, but will be minimal.

**4: Very Good~** Employee has a reputation for being extremely reliable and knowledgeable. The work speaks for itself; is accurate, easy to read, complete, and timely, every time. Little to no guidance is needed in order to complete work.

**5: Outstanding~** Work produced represents the entire area in a positive manner and is always complete, accurate, helpful, and timely. This employee will not only get the information that is needed, but has the knowledge to know what accompanying information might be helpful and will share that information in an effort to ensure the success of each and every project. Not only is guidance not necessary, but this employee seeks out new skills to ensure ongoing success.

**3) Productivity:** Maintains output consistent with the expectations of the position

**1: Unsatisfactory~** Consistently sits idle and does not make best use of time. Employee does not complete projects timely and often others perform duties that belong to this employee. Often work is missing or not completed when needed.

**2: Needs Improvement~** Produces less than expected volume of work, but gets just enough done to meet immediate need. Does not ensure that work is done in advance to prevent problems if unexpected issues arise.

**3: Satisfactory~** Produces expected volume of work and often plans ahead to prevent unforeseen issues. Is responsive to requests for help and takes ownership of requests.

**4: Very Good~** Productivity is not a concern. Often plans ahead to avoid unforeseen issues. This employee takes ownership for all duties assigned and ensures that there are no gaps in duties in the area. Seeks to answer requests made within or from outside of the department.

**5: Outstanding~** Productivity is not a concern. Always plans ahead to avoid unforeseen issues. This employee takes ownership for all duties assigned and ensures that there are no gaps in duties in the area. Works with others to ensure that all work in the area can be done, regardless of obstacles.

**4) Time Management/Planning:** Demonstrates ability to meet deadlines and set priorities

**1: Unsatisfactory~** Doesn’t plan ahead for the future and fails to prioritize work. Consistently misses deadlines.

**2: Needs Improvement~** Generally produces work timely, but doesn’t always make best use of time. Sometimes work is not timely.

**3: Satisfactory~** Effectively prioritizes work to complete projects in a timely manner.

**4: Very Good~** Effectively prioritizes work to complete projects in a timely manner and seeks out new projects when there is extra time.

**5: Outstanding~** Effectively prioritizes work to complete projects in a timely manner and coordinates with others to prioritize tasks that impact other people and/or areas.

**5) Responsibility:** Carries out assignments in a prompt and consistent manner

**1: Unsatisfactory~** Does not take personal responsibility for tasks or concerns. Often blames others for mistakes or incomplete tasks.

**2: Needs Improvement~** Does not fully take ownership of outcomes of assigned projects. Circumstances and distractions frequently get in the way of completing work effectively.

**3: Satisfactory~** Takes personal responsibility and takes ownership of outcomes.

**4: Very Good~** Takes personal responsibility and takes ownership of outcomes. This employee demonstrates solid performance on each and every task knowing that the work reflects on the employee’s own performance and the image of the department.

**5: Outstanding~** Goes above and beyond to present an image of professionalism and knows that every task and service represents the entire team. Each task is taken seriously and others can always trust on this employee to come through with better than adequate results.

**6) Initiative:** Acts independently; is able to anticipate what needs to be done

**1: Unsatisfactory~** Relies on others to complete tasks. Finds it difficult to complete even basic tasks independently and does not have the confidence to work unguided.

**2: Needs Improvement~** Tries to complete tasks independently, but makes mistakes. Lacks some of the confidence needed to take initiative. Doesn’t seek new tasks or skills.

**3: Satisfactory~** Works primarily independently with very few mistakes. Has enough confidence to take on new projects, but still asks for advice/feedback often. Recognizes when improvements can be made and takes initiative to implement changes within scope of job.

**4: Very Good~** Is able to work independently with only very rare mistakes. Readily takes on new projects and, once approved, can see them through with minimal guidance. Recognizes things that could be done to benefit all and takes initiative to get them done, including stocking supplies, cleaning, and problem solving. Implements systems to ensure that tasks aren’t missed.

**5: Outstanding~** Works independently and reliably. Readily takes on new projects and, once approved, can see them through while only checking in to show progress. Understands the department to know what initiatives can be helpful and can get proper buy in to ensure that the team is on board with improvements. Sees things that could be done to benefit all and does them. Looks for ways to stay ahead of issues.

**7) Attendance:** Maintains a regular and punctual work schedule, excluding approved leaves

**1: Unsatisfactory~** Frequently late and/or absent with a failure to communicate needed time off in advance.

**2: Needs Improvement~** Late from time to time with insufficient communication. Absences are always communicated, but may be on short or no notice. Plans time off on short notice, less than 2 weeks.

**3: Satisfactory~** Lateness is infrequent and always effectively communicated. Time off is scheduled well in advance and takes into account the time off requests of others.

**4: Very Good~** Almost never late and when late, there is usually effective communication, with few exceptions. All absences are communicated in advance. Planned absences are scheduled well in advance, often several months, and takes into account the time off requests of others.

**5: Outstanding~** Almost never late and there is always effective communication. Almost never absent and all absences are communicated in advance. Planned absences are scheduled well in advance, often several months, and takes into account the time off requests of others. Keeps calendar up to date and looks far into the future to ensure that time off requests are still relevant and

**8) Verbal Communication:** Exhibits ability to communicate effectively

**1: Unsatisfactory~** Communication is often incomplete or inappropriate. Employee is sometimes rude, gossips, and/or is negative.

**2: Needs Improvement~** Professional communications are appropriate, but often need clarification. Some concerns about negativity, gossip, and/or rudeness remain.

**3: Satisfactory~** Verbal communications are thoughtful and effective. Maintains a positive message about tasks and initiatives. Complaints and conflicts are handled in a manner that is respectful and non-judgmental.

**4: Very Good~** Verbal communications are thoughtful and thorough. Consistently communicates enthusiasm for the job, mission of the College, and a positive attitude while considering the audience of the message. Gives full attention to others while talking and uses good active communication techniques, eye contact, listening without interrupting, and confirming details. Complaints and conflicts are handled in a manner that is respectful and non-judgmental.

**5: Outstanding~** Verbal communications are pleasant, thoughtful, and effective while considering the audience of the message and tailoring effectively. Consistently communicates enthusiasm and a positive attitude. Demonstrates positive and enthusiastic messages to build better working relationships and to foster future collaboration. Gives full attention to others while talking and uses good active communication techniques, eye contact, listening without interrupting, and confirming details. Never gives in to gossip, or negativity, taking care to redirect those conversations into positive ones. Complaints and conflicts are handled in a manner that is respectful and non-judgmental.

**9) Written Communication:** Exhibits ability to write communications which are clear, concise and complete.

**1: Unsatisfactory~** Written communications often contain errors and are sometimes inaccurate or incomplete. Significant follow-up is needed to clarify purpose.

**2: Needs Improvement~** Written communications contain grammatical and/or content related errors from time to time. Communications are inconsistently reliable.

**3: Satisfactory~** Written communications contain very few errors of any kind. Takes time to draft a response or initial communication to ensure accuracy and to be sure that content is what is needed.

**4: Very Good~** Written communications very rarely contain any errors. Can be trusted to communicate with anyone, inside or outside of the College, in a professional, thoughtful, clear, and accurate manner. The audience of the message is considered and the message is tailored for proper formality.

**5: Outstanding~** Written communications contain no errors of any kind. Can be trusted to communicate with anyone, inside or outside of the College, in a professional, thoughtful, clear, and accurate manner. Demonstrates positive and enthusiastic messages in order to build better working relationships and to foster future collaboration. The audience of the message is considered and the message is tailored for proper formality.

**10) Ability to Work with Others:** Maintains a helpful, positive, and knowledgeable attitude

**1: Unsatisfactory~** Is rarely helpful to others. Complains about tasks and others. Relations with others on the team are strained, making it difficult to work as a team.

**2: Needs Improvement~** Is helpful, and often with a positive attitude. Volunteers to help with what is needed, when asked. Gets along with most of the team, but not all. Interpersonal conflicts are evident, even when they do not prohibit teamwork.

**3: Satisfactory~** Is consistently helpful and positive about tasks. Consistently works well with everyone on the team. Helps others with tasks when asked or when there is need. Will volunteer, even when not asked, in order to help the team while balancing workload.

**4: Very Good~** Others can rely on employee to help with anything needed while balancing workload. This employee consistently helps without being asked, because there is recognition of the good it does the team.

**5: Outstanding~** Has a reputation of being a pleasant volunteer, who pitches in regularly while balancing workload. People frequently request to work with this employee due to the employee’s knowledge and positive attitude. This employee will lend skillset to others without being asked and will enjoy opportunities to meet and help others.

**11) Over-All Job Performance Rating:** Comments (to be used if there is a need to make any other comments not covered by the above).