



PERFORMANCE MEASUREMENT DEFINITIONS AND EXAMPLES

NOTE: The examples listed on this page are intended to assist the reviewer in their thought process. The reviewer can use any of the following information or write their own statements. The following information can be copied and pasted into the appraisal form. Any of the examples can be modified to fit the situation (ie. does or does not exhibit skills; is or is not able to exhibit skills; always, sometimes or seldom exhibits behavior).

COMMUNICATION SKILLS: Shares ideas and information in a clear, concise and effective manner; courteously interacts with others, both inside and outside the organization; listens effectively; makes effective presentations.

Consider: Written, oral communications and listening skills; how well the employee expresses her/his thoughts; whether the thoughts are clear and concise; the employee's ability to deal with supervisors, peers, subordinates and contacts outside of ACCD.

EXAMPLES:

Exhibits poor communications skills; needs substantial improvement to be effective. Fails to notify others of critical issues or incidents. Has difficulty maintaining composure.

Communication requires effort. Is not comfortable with some interactions. Unsure when others should be notified of events. Retains composure in most circumstances.

Effective in expressing and understanding ideas and instruction. Communicates clearly with staff, management, vendors and customers. Maintains composure even in difficult situations.

Very effective communication skills. Establishes and maintains effective work relationships. Maintains perspective, sense of humor and composure in a variety of situations.

Takes time to listen.

Able to communicate with all levels of employees (staff, professional and administrators).

Clarifies words or statements to gain better understanding of the message.

Speaks clearly, fluently, and in a compelling manner to both individuals and groups.

Accurately attends to/understands ideas which are exchanged.

Addresses issues of key importance to stakeholders.

Conveys ideas confidently and succinctly.

Conveys priorities with right sense of urgency and importance.

Delivers well-prepared, informed, poised and succinct presentations.

Listens carefully and attentively.

Writes in a clear and concise manner, using appropriate grammar, style, and language for the reader.

Communication Skills as they relate to supervisors:

EXAMPLES:

Writes in a clear and concise manner, using appropriate grammar, style, and language for the reader.

Consistently provides subordinates with timely feedback.

Communicates goals and objectives.

Keeps others informed and involves them appropriately in decision making.

Conducts timely follow-up.

Keeps others informed on a need to know basis.

Asks the 'right' questions to size up or evaluate situations. Coaches others and prepares them for current and future business demands.

CUSTOMER SERVICE: (Note: Constituents are those persons served by the employee, e.g., students, fellow staff members, the supervisor, and members of the community at large). Interacts with constituents to identify their needs and expectations. Demonstrates a personal commitment to quality service; constituents are satisfied and want to return.

EXAMPLES:

Considers customer point of view when making decisions.

Ensures all customer commitments and requirements are met or exceeded.

Focuses on needs of customers.

Is responsive to customer and employee requests.

Goes above and beyond the call of duty to service customer needs.

Does not demonstrate interest in others needs, concerns or work.

Occasionally places operational tasks above others needs or concerns. Needs to value people more highly.

Interacts well with others.

Knows value of good service and positive interactions.

Treats others as top priority; clearly communicates their importance; demonstrates effort to meet all requests and needs.

INITIATIVE/INNOVATION/CREATIVITY: Self-starter; internally driven and self-motivated. Seeks additional responsibility. Anticipates needs of the supervisor and constituents. Willing to try new approaches. Attempts to simplify and/or improve procedures and techniques to improve productivity and service. Generates workable and creative ideas, concepts, and/or techniques. Encourages innovation in others.

EXAMPLES:

Rarely initiates or suggests new approaches, prefers no change.
Shows initiative occasionally, needs to improve.
Is resourceful, suggests or implements change and improvements.
Frequently suggests new methods; is very imaginative and creative; acts on own initiative to accomplish assignments or identify work to be done.
Finds creative ways to get things done with limited resources.
Generates innovative and practical ideas and approaches.
Creates new and imaginative approaches to work-related issues.
Effective in bringing up new ideas.
Generates alternative solutions to problems and challenges.
Identifies fresh approaches and shows a willingness to question traditional assumptions.
Improves on ideas of others.
Looks for new ways of doing things.
Uses 'unconventional' approaches to solve customer and business problems.
Starts work assignments promptly, is self motivated and seeks improved methods and techniques for performing job.
Works without close, immediate supervision
Acts decisively.
Effective in incorporating new ideas.
Responds to changing organization. Effective in incorporating new ideas.
Responds well to changes.
Able to adapt to new situations.
Completes assignments without prolonged delays with minimum follow-up supervision. (This does not negate the possibility of asking the supervisor for clarification or further instructions.)

KNOWLEDGE: Applies job-related knowledge to perform job functions. Keeps abreast of new job-related information or technology. Understands and effectively uses the equipment, technology, and supplies applicable to the job. Grasps new concepts needed for the job. Learns, understands, and makes use of knowledge of organizational culture.

EXAMPLES:

Lacks understanding of many aspects, makes little effort to upgrade self.
Lacks knowledge of some procedures and/or duties, makes an effort to improve.
Competent in required job skills and knowledge and works to keep it current.
Has broad knowledge base of own job and ACCD as a whole.
Takes advantage of every opportunity to improve self.
Demonstrates a thorough knowledge and understanding of details related to area of responsibility.

WORK QUALITY/RELIABILITY: Maintains attention to detail. Exhibits thoroughness and accuracy in daily work. Maintains control and appropriate follow-through over areas of responsibility. Maintains composure under trying circumstances. Creates/maintains a safe and secure work environment.

EXAMPLES:

Makes errors in judgment
Work is inconsistent.
Work does not meet desired quality.
Usually accurate.
Makes occasional mistakes.
Employee is exact, precise and work is complete most of the time.
Requires virtually no checking.
Accuracy and quality of work are a priority.
Monitors own work to ensure quality.
Demonstrates accuracy and thoroughness.
Regularly seeks to provide quality service to achieve customer satisfaction.
Takes accountability for leading change efforts.
Takes personal responsibility for results.
Works in a way that makes others want to work with her/him.
Holds herself / himself accountable.
Behavior is ethical and honest.
Sets high personal standards of performance.
Performs under pressure.
Does not blame others and acknowledges his/her own mistakes.
Employee is receptive to suggestions and constructive criticism.
Unconcerned about attendance and/or reporting for work on time.
Usually present and on time.
Promptness and attendance are standard.
Exceptionally reliable attendance.

TEAMWORK/TEAMBUILDING: Is a team player, participates constructively in group activities, seeks mutually acceptable solutions. Acts with honesty, integrity, and sincerity; demonstrates empathy for others. Demonstrates personal accountability. Receives and uses feedback constructively; is open to suggestions; listens. Acknowledges and accommodates diverse relationships; respects individual differences.

EXAMPLES:

Exhibits unwillingness to work with others.
Not seen as a team player
Can be obstacle to accomplishing goals.
Prefers to work independently.
Not quick to share information resources or efforts, but will when asked.
Understands and supports concept of teamwork and is quick to volunteer to assist others.
Creates a harmonious work environment.
Puts success of team above own interests.
Exhibits objectivity and openness to others' ideas.

Is exceptional in building consensus within work team.
Effective team player.
Encourages collaboration of fellow employees to achieve results.
Works to get buy-in of individuals based on common good of business.
Acknowledges and celebrates team accomplishments
Individual works well with fellow employees.
Positively motivates & supports others to gain skills
Positively motivates others to achieve or exceed goals
Drive and mobilizes others progress toward goals.
Actively seeks feedback from others.
Asks others for their ideas and opinions.
Is easy to approach with ideas and opinions.
Open to the suggestions of others.
Seeks feedback to enhance performance.
Accepts the views of others.
Considers other's opinion and suggestions
Looks to others for input.
Seeks and utilizes data from several sources.

ORGANIZING/PLANNING/PROBLEM SOLVING: Plans activities efficiently ; sets priorities to optimize use of time; anticipates consequences. Follows through to ensure that the best solutions are implemented. Completes assignments/projects on time. Recognizes problems requiring attention. Accumulates relevant information and makes appropriate job-related decisions.

EXAMPLES:

Crisis work style; no planning evident.
Poor utilization of resources.
Misses important deadlines.
Deals with current situation only, needs more planning to meet deadlines and handle multiple tasks.
Not only thinks ahead, sees needs and reacts quickly to new priorities; also good at planning for future situations. Work is completed on time.
Thinks strategically and is able to combine resources and information with exceptional skill to deal with current and future work; efficiency and effectiveness at the highest level.
Makes constructive use of time.
Accurately evaluates the implications of new information or events.
Actively seeks the root cause of a problem.
Develops creative solutions.
Effective problem-solver.
Makes judgments based upon relevant information.
Open to the suggestions of others when working on a problem.
Works diligently until the problem is solved.
Assumes new and difficult challenges and manages them as opportunities.
Generates alternative solutions to problems and challenges.
Acts effectively and cooperatively to solve problems in a timely fashion.
Evaluates both organizational and customer requirements when solving a problem.

Organizing/Planning/Problem Solving as they relate to supervisors:

Plans and organizes work to achieve work goals and objectives; schedules personnel; allocates resources efficiently; monitors work progress.

EXAMPLES:

Able to look ahead (beyond the present) when addressing the work/needs of the department.

Anticipates resources needed to successfully implement a plan or project.

Develops a strategic plan.

Works toward identifying potential problems and solutions for addressing them.

Anticipates unexpected hurdles or obstacles to a plan or project.

Demonstrates effective leadership talent and skills

Includes others within and beyond their own workgroup or organization in problem-solving, planning, or decision making when needed.

Displays organizational savvy; knows who to contact in order to get things done.

Effectively organizes resources and plans.

The following definition and examples are to be used to appraise supervisors or employees in a leadership role.

LEADERSHIP: Identifies job requirements and seeks qualified employees. Orients and trains new employees. Identifies needs and supports/provides training and development opportunities on an on-going basis. Mentors employees for personal and professional growth. Provides feedback and coaching on an on-going basis. Gives others direct, constructive, and actionable feedback which can be used. Notifies employees of information that will affect them. Solicits input from employees motivates employees to work smoothly together; sets high personal standards and a good managerial example; encourages subordinates to perform efficiently; communicates effectively with subordinates.

EXAMPLES:

Little effort expended to motivate or recognize people.

Appears insensitive to people's needs.

Subordinates do not see supervisor as role model.

Does not take sufficient responsibility for motivating subordinates.

Needs to strengthen supervisor/subordinate relationship.

Understands and takes seriously the development of employees.

Creates a good work environment.

Creates a positive and highly effective work environment

Exceptionally skilled at developing and motivating employees to give best effort.

Demonstrates effective leadership talent and skills.

Ability to influence decisions in the department.

Ability to influence others.

Ability to influence the organization.

Able to organize efforts of co-workers.

Empowers others to achieve results and holds them accountable for actions.

Overall, is a highly effective supervisor.

Effective leadership talent and skills

Encourages peers and subordinates to challenge his/her views or opinions.

Gives others direct, constructive, and actionable feedback which can be used.
Guides and mentors others as they proceed throughout their decision making process.
Influences others in a way that results in acceptance, agreement, or behavior change.
Motivates others in order to reach objectives.
Conducts timely follow-up; keeps others informed on a need-to-know basis.
Establishes performance criteria.
Remains focused on guiding others towards most important objectives.
Encourages subordinates to take on greater responsibility.