**Performance Standards**

**COMMUNICATION** – Constructively express and receive ideas, thoughts, and information through verbal, non-verbal, and written forms.

**Tasks Exceeds Expectations Meets Expectations Does Not Meet Expectations**

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| General  General (continued) | * Excellent rapport and cooperation with staff and customers. * Handles conflict through discussion, while maintaining professionalism. * Ensures that the other party is heard, provides feedback and clarifies points. * Listens for other perspectives and assesses your communication style to ensure you are open and listening for the best outcome for the situation or circumstance. * Speaks and writes clearly and concisely, with an appropriate awareness of the intended audience. * Provides the listener with the big picture. * Follows a logical outline and leads to a valid conclusion. * Is consistently seen and used by others in the unit as a communication technique resource. * Anticipates the need for communication about an event before it happens. * Independently looks for ways to improve personal communication skills and helps others to develop their own communication skills. * Ensures the listener is ready to receive or hear the message. * Provides timely communications to reduce need for ques­tions or anxiety about an event. * Consistently gives complete, thorough, and helpful instructions and information. | * Conveys information promptly and thoroughly to all who have a need to know. * Listens and observes well. * Asks questions to make sure listener understands all facets of situation. * Written materials are easy to understand. * Is sensitive to feelings and needs of others. * Conveys themselves promptly, clearly and professionally. * Anticipates the need for communication before an event and successfully addresses the issue. * Consistently gives complete, clear, understandable, and helpful instructions and information to customers and staff. * Knows his/her audience, explaining ideas in layman's terms with clearly thought-out examples using words and phrases that are simple and straightforward. * Helps poor communicators express their thoughts. * Passes new information on to proper people without loss of content. * Independently looks for ways to improve their communication skills. * Is frequently seen by others as someone with strong communications skills. * Ends each encounter with the customer by thanking them and asking, "Is there anything else I can help you with?” If necessary, provides their business card or a direct extension where the customer can reach them if additional service is required. | * Listens poorly, or does not ask for clarity, and so passes on incomplete or inaccurate information. * Does not express thoughts or ideas in an understandable or appropri­ate manner. * Seems unaware or insensitive to others' needs. * Exhibits poor communication skills, needs substantial improvement to be effective. * Does not express thoughts/ideas in an understandable and appropri­ate manner. * Gives advice without fully understanding the problem. * Communication often contains incorrect information. * Doesn't come to firm conclusions. * Communicates verbally when needs to use written communication. * Leaves out valued information because it was not requested. * Sometimes gives incomplete or inaccurate information. |
| Oral Communication  Oral Communication  (continued) | * Actively listens to others in a constructive and unbiased manner and uses feedback to clarify and strengthen points. * Consistently conveys information clearly, quickly, and professionally to customers and staff in easily understood language. * Connects with the audience to ensure effective communication in body language, tone of voice, and content of words. | * Listens and observes attentively, allowing an exchange of infor­mation. * Asks questions to ensure understanding of all facets of the problem. * Keeps discussion limited to subject at hand. * Defines what and when s/he will do, when unable to respond immediately to request for information. * Speaks to others in layman's terms. Avoids using jargon or slang. * Explains new ideas clearly. * Looks up, establishes eye contact and greets all customers with a sincere smile. * Refers to the listener by name during a conversation or transaction. * Excuses themselves if it is necessary to leave a customer temporarily, whether on the phone or in person. * Never leaves a customer alone or on hold for a long period of time. If necessary, has the customer take a seat or offers to phone them back while they investigate. | * Demonstrates difficulty understanding the supervisor expectations or instructions. * Speaks to others from own perspective and does not listen for other perspectives. * Listens for what they want to hear. * Expresses ideas with complicated sentences where a simple more direct expression would be more effective. |
| Written Communication | * Creates a shared understanding by providing the audience with the necessary information such as; who, what, when, where, why, and how. * Provides meaning by assigning and conveying communication to create a shared understanding. * Writes clearly, concisely, and to the point with an appropriate awareness of the intended audience. | * Materials contain necessary facts and are written using correct grammar including proper form, sentence structure, spelling and punctuation. * Materials contain all the necessary facts. * Writes legibly. * Written communication is clear and professional. * Responds to written correspondence within three working days. | * Thoughts are expressed unclearly or unprofessionally. * Reader has to search for key statement and conclusion in his/her written communication. * Materials contain necessary errors in grammar including proper form, sentence structure, spelling and punctuation. * Materials missing essential facts. * Illegible writing. * Does not respond to written correspondence on a timely basis. * Engages in email conversations instead of picking up the phone and clarifying information or facts. |
| Tact | * Successfully disarms difficult situations and handles complex situations. * Is candid and honest, while being sensitive to others in ex­pressing thoughts and ideas. * Demonstrates exceptional degree of perception, tact, and diplomacy. * Demonstrates sincere interest in and responsiveness to others needs. | * Is considerate of others and avoids making unnecessary remarks. * Listens and waits until speaker has finished before making a point. * Is respectful in interactions with customers, staff and supervisor. * Looks for opportunities to disarm troublesome situations. * Listens to customer suggestions and shows concern for their inquiries. * Takes customer complaints seriously and reacts quickly. * Follows up to insure the customer is satisfied. | * Demonstrates an unwillingness to provide adequate communications with customers, staff, or supervisor. * Does not respond in a considerate manner to others. * Makes unnecessary remarks and does not fully communicate. * Demonstrates an attitude of not listening by interrupts others or finishes the sentences. * Is disrespectful in interactions with customers, staff and supervisor. * Looks for opportunities to confuse the situation and increase troublesome situations. * Ignores customer, staff or supervisor suggestions and shows no or little concerns for their inquiries. * Does not take customer complaints seriously and reacts slowly. * Does not follow up to insure the customer is satisfied. |
| Temperament and Stability | * Maintains empathy, perspective and a sense of humor and a calming influence. * Maintains a positive, grounded, and professional attitude when handling difficult ­customers and staff. * Consistently obtains excellent rapport with other staff and customers. * Serves as a credible role model, displaying and instilling a positive attitude. | * Handles conflict without becoming emotionally or personally involved. * Maintains professional composure in the presence of difficult customers and staff. * Maintains a fully competent attitude and maintains a positive, professional relationship with customers, staff and supervisor. | * Has difficulty with maintaining balance, takes things too personally, and responds emotionally by showing anger and disappointment. * Replies defensively to others who are just seeking information. * May let his/her temper show rather than seeking a mutually positive result with others. * Is uncomfortable with troublesome situations. |