**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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| GeneralGeneral (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.
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| Oral CommunicationOral 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.
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| 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.
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| 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.
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| 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.
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