

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
General	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.

<p>General (continued)</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	
<p>Oral Communication</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.

<p>Oral Communication (continued)</p>		<ul style="list-style-type: none"> • 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. 	
<p>Written Communication</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • 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.