**TECHNICAL SKILLS** – Possesses and demonstrates technical, general, or other specific knowledge and skills required to perform job duties.

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

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| General | * Seen as a key resource in a number of areas. * Highly skilled at deploying organizational resources to maximize service efficiency and effectiveness. * Consistently pursues solutions to complex challenges. | * Applies a broad variety of skills and knowledge to creative­ly resolve customer or staff needs. Plans and orga­nizes work activities for maximum productivity. * Under­stands and suc­cessfully utilizes unit resources on an inde­pendent basis. | * Minimal understanding of job and related processes, guidelines, policies and procedures or technical resources. * Does not draw on past experience or available re­sources. * Tends to give up when issue is compli­cated or not readily solvable. |
| Accuracy | * Requires no checking or corrections, accuracy is a high priority. * Motivates others to keep accuracy a priority. | * Requires little checking of work, is thorough, exact and precise most of the time. * Answers questions accurately in understandable terms. * Finds right answer regarding a procedure before giving instruc­tion or advice to customer or another employee. * Follows step by step procedure while learning a job to make sure no important steps are missed. * Helps others stay accurate as problems arise. * Notices inconsistencies or ways to improve existing policies/procedures, and mentions it to supervisor. * Works carefully so it is done right and doesn’t need to be done twice. | * Makes errors in judgment and works inconsistent with desired quality. * Knowingly covers up mistakes. * Provides incomplete or inaccurate information to others. * Makes up an answer when unsure. * Work is often incomplete, inaccurate, or late. * Infrequently notes problems with current processes, guidelines, policies and procedures or technical resources to others. |

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| Training | * Keeps abreast of new and evolving relevant skills or technology and best practices. * Has on-going program of self-improvement to expand job knowledge and skills. | * Aware of new and evolving relevant skills or technology and best practices. * Aware of the need for self-improvement to expand job knowledge and skills. | * Does not seek to improve skills or current technology and is unaware of best practices. * Unaware of the need for self-improvement to expand job knowledge and skills. |
| Job Knowledge | * Consistently stays current on all processes, guidelines, policies and procedures or technical resources. * Helps others to understand and incorporate new policies, procedures and products. * Contributes to the development of new processes, guidelines, and policies and procedures or technical resources. * Is utilized as a key resource. * Is relied upon for job knowledge in area of expertise. * Anticipates and answers customer or staff questions accurately, independently, and in understandable terms. | * Competent in job knowledge and works to keep it current. * Answers customer’s and staff questions accurately. * Understands, follows and stays current on all unit processes, guidelines, policies and procedures or technical resources. * Knows where to find procedure or method if needed. * Explains reason for following processes, guidelines, policies and procedures to assist others. | * Minimal understanding of available processes, guidelines, policies and procedures or technical resources. * Lacks understanding of the business related needs of the unit. |
| Quantity of Work/  Productivity  Quantity of Work/  Productivity  (continued) | * Consistently stays current on all processes, guidelines, policies and procedures or technical resources. * Helps others to understand and incorporate new policies, procedures and products. * Contributes to the development of new processes, guidelines, and policies and procedures or technical resources. * Is utilized as a key resource. * Is relied upon for job knowledge in area of expertise. * Anticipates and answers customer or staff questions accurately, independently, and in understandable terms. | * Completes what is expected thoroughly, positively, and on or ahead of schedule. | * Lacks consistency or chooses to disregard processes, guidelines, policies and procedures. * Does not utilize technical resources. * Does not let others know where they are at with deadlines. * Unable to keep pace with expected workload. * Does not retain resources and continually asks for help. |
| Service Quality | * Receives compliments from customers and staff about quality of service. * Takes the initiative to call customers or co-worker to clear up details before continuing with work. * Strong ability to identify areas within processes, guidelines, policies and procedures where flexibility in application may occur allowing customers needs to be met. * Consistently inspires confidence in customers and staff by being thorough and personable. | * Actively pursues the customers’ business. * Offers alternatives and solutions - not problems. * Says “I can” instead of “I can’t”. * Responds quickly, professionally and positively to every visitor or customer - "How may I help you?" * Receives occasional compliments from customers or staff about quality of service. * Each telephone call is answered and handled professionally, quickly, and accurately. * Determines customers needs by clarifying their request, offering alternatives and suggesting. * Performs all requests with a smile. * Displays a glad to help you attitude. * “Delight” the customers to insure that each encounter ends with total satisfaction. | * Does not respond to inquiries when unclear of action to be taken. * Receives complaints from customers or staff about quality of service. * Does not offer solutions and dwells on the problems. * Says “I can’t” instead of “I can.” * Does not respond quickly, professional and positively to visitors, customers, or staff. * Allows co-workers to answer the telephone and does not respond in a professional, timely or accurate manner. * Does not determine or clarify requests, leave the customer hanging. * Does not perform requests with a smile or with a helpful attitude. * Encounters end abruptly, without positive resolution. |