

Classified Employee Performance Rubric

This rubric is to be used as a guide to determine performance levels. If comments are used from this rubric on the evaluation form then you will need to add specific details to the comments.

Performance Criteria: Safety / Compliance with Procedures & Polices / Equipment Care

Competency	Unsatisfactory	Needs Improvement	Satisfactory
1. Operates and exercises proper care in the use and maintenance of District equipment.	Employee frequently does not maintain or properly care for District equipment	Occasionally maintains and troubleshoots equipment – prevents, identifies, or solves problems with equipment	Employee consistently maintains and effectively troubleshoots equipment –prevents, identifies, communicates and/or solves problems with equipment.
2. Follows proper safety procedures and guidelines associated with equipment, chemicals and/or other supplies	Has little to no awareness and has demonstrated non-compliance of relevant safety policies and procedures as it relates to the use of equipment and supplies.	Has limited awareness and non-consistent compliance of relevant safety policies and procedures as it relates to the use of equipment and supplies.	Complies with and is consistent with compliance of relevant safety policies and procedures as it relates to the use of equipment and supplies.
3. Adheres to district and department policies, procedures, rules and federal/state laws.	Does not follow district policies and guidelines specific to their assigned work and does not know how to locate them.	Knows there are district policies and guidelines but is not able to access them even with direction to use them.	References district policies and guidelines specific to their assigned work and is able to access and use them.
4. Uses supplies, equipment and materials appropriately.	Materials are handled inefficiently resulting in a waste of resources.	Routines for handling materials and supplies are followed moderately well.	Routines for handling materials and supplies are followed without any difficulty.
5. Promptly reports maintenance needs and safety hazards.	Does not recognize and report conditions, which may be potentially unsafe.	Reports conditions, which may potentially be unsafe but could be more proactive in identifying areas of concern.	Anticipates threatening situations, advocates for improvements in safety protocols, and intervenes before safety is compromised.
6. Does not endanger self or others.	Models and/or promotes unsafe behavior.	Complies with safety standards only when directed to do so.	Promotes safety awareness and knowledge of relevant safety procedures.
7. Maintains a safe and clean work area.	Does not or rarely maintains a safe and clean work area.	When requested by supervisor, employee generally maintains a safe and clean work area.	Regularly maintains a safe and clean work area.

Performance Criteria: Customer Service

Competency	Unsatisfactory	Needs Improvement	Satisfactory
1. Responds promptly to internal and external customer inquiries and/or requests with courtesy, patience, respect and diplomacy.	Has not demonstrated the ability to gather information and take action to ensure customer expectations are met. Often fails to deliver on customer needs. Does not exhibit initiative or take ownership in responding to requests.	Inconsistently solicits appropriate information to assist with customer needs. Does not always follow through to fulfill customer expectations. Often does not accept responsibility for actions and decisions.	Pleasant and able to maintain composure when faced with difficult situations Seeks information to understand and deliver on customer needs. Shows initiative and takes action to ensure expectations are met and issues resolved.
2. Presents a positive image for the district while conducting business or engaged in any district related activity.	May be seen as unapproachable in certain situations. Often demonstrates negative or disingenuous behaviors. Actions and non-verbal responses may be inconsistent or inappropriate to the situation. Is abrasive when interacting with others;	Could be more open and maintain composure when faced with difficult situations. Occasionally avoids taking ownership and accountability for mistakes. Occasionally seeks a variety of information and viewpoints to understand and anticipate customer needs.	Consistently demonstrates a polite and considerate manner when interacting with others. Is always friendly, caring, and honors personal space. Consistently provides excellent, prompt, friendly customer service and maintains a positive relationship with internal and external customers

Performance Criteria: Interpersonal Skills

Competency	Unsatisfactory	Needs Improvement	Satisfactory
1. Deals with colleagues and supervisors in a positive constructive and fair manner.	<p>Demonstrates a high level of resistance to change</p> <p>Inflexible and is reluctant to shift priorities or make adjustments when change is necessary.</p> <p>May become defensive or irritated when times are tough.</p>	<p>Needs occasional help to understand and handle the impact of change.</p> <p>Learning to adapt to unusual stressful situations.</p>	<p>Typically open to change.</p> <p>Pleasant and able to maintain composure when faced with difficult situations.</p>
2. Offers differing opinions in a constructive and helpful manner.	<p>Often is negative and incapable of shifting priorities when faced with differing opinions.</p> <p>Unable and unwilling to adapt to change.</p>	<p>Has difficulty adapting to new situations</p> <p>Working on the ability to seamlessly shift priorities.</p>	<p>Seeks information or counsel on how to optimize change.</p> <p>Regularly demonstrates flexibility and positive attitude when faced with new situations.</p> <p>Is easy to approach and talk to.</p> <p>Displays effective listening techniques.</p>

Performance Criteria: Communication Skills

Competency	Unsatisfactory	Needs Improvement	Satisfactory
1. Communicates effectively with written communication as it relates to essential skills necessary to perform the job; applies appropriate style, spelling, grammar and punctuation to written documents.	<p>Often unable to deliver clear and articulate explanations and directions in writing to others as related to assigned duties.</p> <p>Written work frequently has spelling, grammatical and punctuation errors.</p>	<p>Written communication skills as related to assigned duties are weak and/or often not consistent.</p> <p>Written work occasionally has spelling, grammatical and punctuation errors.</p>	<p>Clearly expresses in writing needs, explanations and directions to others as required.</p> <p>Written work rarely has spelling, grammatical and punctuation errors.</p>
2. Communicates effectively with verbal communication as it relates to essential skills necessary to perform the job; effectively speaks clearly, does not use inappropriate language, is not rude, and is patient.	<p>Often unable to deliver clear and articulate explanations and directions using verbal communication skill to others as related to assigned duties.</p>	<p>Verbal communication skills as related to assigned duties are weak and/or often not consistent.</p>	<p>Has an understanding of and demonstrates constructive communication strategies with students, family, and staff.</p> <p>Verbal communication is articulate and concise, as related to assigned duties.</p>
3. Practices professional telephone, radio and email etiquette.	<p>Often does not communicate telephone, radio and email messages appropriately and respectfully.</p>	<p>Occasionally does not communicate telephone, radio and email messages appropriately and respectfully.</p>	<p>Communicates telephone, radio and email messages appropriately and respectfully.</p>
4. Demonstrates active listening skills.	<p>Does not demonstrate effective listening skills.</p>	<p>Listening skills weak or erratic.</p> <p>Consistently demonstrates the ability to listen and respond appropriately.</p>	<p>Listens to and understands explanations, directions and expressions of need, whether from clients, superiors or coworkers.</p> <p>Makes frequent use of active/reflective listening skills.</p>
5. Communicates appropriately through established lines of authority	<p>Communications are absent, poorly organized, vague, or incomplete, causing mistakes or misunderstandings.</p>	<p>Written and oral communications are generally clear, concise, and well organized. Usually attempts to hear and understand other points of view.</p>	<p>Ideas, opinions, and instructions are clearly and concisely communicated.</p> <p>Continuously seeks input from others and is sensitive to the information needs of others.</p>

Performance Criteria: Flexible / Adaptability

Competency	Unsatisfactory	Needs Improvement	Satisfactory
1. Demonstrates willingness to learn new tasks and procedures.	Rarely adapts prior knowledge and experience to new situations and tasks. Does not show flexibility to new situations	Does not transfer prior knowledge and experience to new situations and tasks. Demonstrates flexibility to new situations when it is convenient	Consistently transfers prior knowledge and experience to new situations and tasks. Demonstrates flexibility to new situations.
2. Demonstrates willingness to incorporate new ideas or methods.	Employee is rarely able to problem solves without significant assistance;	Employee does not problem solve and waits for specific direction from supervisor when confronted with changes.	Employee is able to problem solve with minimal assistance from supervisor.
3. Adapts to changing work environment.	Does not demonstrate effective and efficient organizational skills	Demonstrates inconsistent organizational skills that occasionally result in effective and efficient work	Demonstrates consistent organizational skills that result in effective and efficient work
4. Ability to handle interruptions and matters of urgency.	Often an urgent matter or interruption will stop the employee in his/her tracks. Employee unable to work more quickly when the workload requires it. Employee does not complete work on time and/or is not able to balance more than one deadline at a time.	Often a interruptions or urgent requests will be ignored. Has some difficulty in prioritizing work effectively, anticipating deadlines and performing tasks with minimal errors	Is able to view problems and interruptions as challenges Employee is focused on completing work on time and knows how to balance and meet several deadlines while dealing with interruptions and urgent matters. Employee is able to work more quickly when workload requires greater productivity

Performance Criteria: Professionalism

Competency	Unsatisfactory	Needs Improvement	Satisfactory
1. Positively represents the District in the work place; exhibits professional demeanor, including professional dress, grooming, hygiene and language.	Often acts or communicates in an inappropriate and disrespectful manner. Employee is rarely professional in dress and conversation. Does not appropriately effectively deal with grooming and hygiene issues while on the job. Employee uses crude or offensive language while on the job.	At times words and actions are not appropriate for the professional setting. Occasionally displays a lack of respect towards others. Inconsistent in clean appearance and professional dress while on the job.	Courteous and respectful in most situations. Seeks opportunities to increase Professionalism. Consistent in clean appearance and professional dress while on the job.
2. Accepts responsibility for mistakes or failures.	Frequently makes errors in judgment about how to show professional integrity. Often does not display professional ethics in dealing with mistakes or errors that are a result of their own actions and/or decisions.	Occasionally makes errors in judgment about how to show professional integrity. Inconsistently displays professional ethics in dealing with mistakes or errors that are a result of their own actions and/or decisions.	Displays high standards of honesty and integrity in all interactions. Consistently displays professional ethics in dealing with mistakes or errors that are a result of their own actions and/or decisions.
3. Accepts constructive evaluation feedback and responds professionally.	When provided with performance feedback the employee does not utilize this feedback to look for ways to improve performance. Employee is often unprofessional and inappropriately defensive when provided with evaluation feedback.	Although the employee accepts evaluation feedback they are slow to take action to address improvement areas.	When provided with performance feedback the employee consistently utilizes this feedback to look for ways to improve performance. Consistently displays acceptance of constructive feedback and is open to improvement.
4. Maintains composure, demonstrates constraints and self-control in difficult situations.	When confronted with difficult situations the employee displays attitudes and practices that result in conflict and unprofessional conduct. Frequently fails to follow district the chain of command to resolve difficult situations.	Inconsistently resolves conflict using appropriate communication. Often fails to follow district the chain of command to resolve difficult situations.	Effectively resolves conflict using appropriate communication. Consistently follows district the chain of command to resolve difficult situations.

5. Identifies and corrects problems before they escalate into major issues.	Rarely able to self-assess competencies and skills needed to successfully complete work.	Only upgrades skills as requested by Supervisor	Makes a concerted effort to respectfully challenge attitudes and practices that may be in conflict with their own opinion or observation.
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Performance Criteria: Quality of Work

Competency	Unsatisfactory	Needs Improvement	Satisfactory
1. Demonstrates competence in completing job functions.	<p>Does not demonstrate the ability to gather information and take action to ensure customer expectations are met.</p> <p>Often fails to deliver on customer needs.</p> <p>Does not exhibit initiative or take ownership in responding to requests.</p> <p>Requires extensive instruction, direction and oversight.</p> <p>Inconsistently solicits appropriate information to assist with customer needs.</p> <p>Seldom completes assignments in a reasonable amount of time.</p>	<p>Does not always follow through to fulfill customer expectations.</p> <p>Often does not accept responsibility for actions and decisions.</p> <p>Needs occasional guidance in new tasks or duties.</p> <p>Delivers quality work with occasional problems or errors.</p>	<p>Demonstrates general proficiency in seeking information from others to ensure customer needs are met.</p> <p>Regularly seeks the information to understand and anticipate customer needs.</p> <p>Employee is a creative problem solver and provides relevant feedback to existing systems to improve effectiveness.</p> <p>Shows initiative and takes action to ensure expectations are met and issues resolved.</p> <p>Rarely may need instruction and direction to complete work even with new tasks or duties.</p>
2. Provides accurate, neat, and thorough results in job duties.	<p>Employee struggles to work more efficiently when the workload requires it.</p> <p>Employee is not interested in providing feedback on existing systems.</p> <p>Demonstrates lack of concern for getting details right.</p> <p>Produces work that contains notable and careless errors.</p>	<p>Inconsistently produces accurate work.</p> <p>Shows concern when errors are made but does not make efforts to fix them.</p>	<p>Work is accurate, thorough, presentable, appropriate, clear, concise.</p> <p>Consistently knows when extra effort is necessary and intuitively reacts to customer needs.</p> <p>Always assures that work is done right, thoroughly or precisely.</p> <p>Is attentive to details and produces work with consistent accuracy.</p>

Performance Criteria: Job Performance

Competency	Unsatisfactory	Needs Improvement	Satisfactory
1. Follows directions	<p>Is negative and has difficulty shifting priorities when given directions.</p> <p>Unable and/or unwilling to accept direction.</p> <p>Focuses on barriers and avoids following directions.</p>	<p>Needs occasional help to understand and follow through when given directions.</p>	<p>Regularly adapts to change.</p> <p>Seeks information or counsel on how to optimize change.</p> <p>Regularly demonstrates flexibility and positive attitude when faced with new situations.</p>
2. Works independently with a minimal amount of supervision.	<p>May become defensive or irritated when times are tough.</p> <p>Inflexible and is reluctant to shift priorities or make adjustments unless given specific direction.</p>	<p>Organizes and maintains information but does not attempt to search for new ideas, methods, or processes.</p> <p>Comfortably refocuses when priorities shift.</p> <p>Successfully diffuses stressful situations.</p>	<p>Independently seeks, accesses, interprets and communicates information on a regular basis.</p> <p>Proactively pursues results and looks for solutions to issues with limited prompting</p> <p>Regularly handles stressful situations calmly and professionally.</p>
3. Responds confidently to the demands of work when confronted with change, adversity or other challenges.	<p>Demonstrates a high level of resistance to change.</p>	<p>Learning to adapt to unusual stressful situations.</p>	<p>Typically open to change.</p> <p>Successfully alters activities to suit demands of new or changing requirements.</p> <p>Adapts easily to new situations.</p>

Performance Criteria: Job Knowledge

Competency	Unsatisfactory	Needs Improvement	Satisfactory
1. Has demonstrated working knowledge of required skills, equipment and materials that are necessary for completion of assigned work.	<p>Lacks skills required for the job.</p> <p>Demonstrates a limited knowledge of job skills.</p>	<p>Requires regular instruction, direction and oversight to complete routine tasks.</p> <p>May occasionally require coaching and direction to complete work.</p>	<p>Possesses full range of knowledge and skills necessary to effectively perform the job.</p> <p>Always assures that work is done right, thoroughly or precisely.</p>
2. Has the demonstrated knowledge to complete tasks required in current job including: accurately completing records, reports and documents.	<p>Produces work that contains notable and careless errors.</p> <p>Demonstrates lack of concern for getting details right.</p>	<p>Inconsistently produces accurate work.</p>	<p>Is attentive to details and produces work with consistently accuracy and professional.</p> <p>Requires minimal instruction and direction.</p>
3. Is able to identify and prioritize problems and develop appropriate solutions.	<p>Invests large amounts of non-productive time performing tasks the current way rather than adopt more progressive, timesaving process, technology, etc.</p>	<p>Routinely adapts or uses new skills and knowledge to meet new or changing job requirements.</p>	<p>Shows readiness to adapt or use new skills and knowledge to meet new or changing job requirements.</p> <p>When necessary seeks information or instruction to complete work.</p>
4. Keeps current in field, as evidenced by participating in ongoing professional development.	<p>Makes little effort to increase knowledge.</p>	<p>Possesses only basic job skills required for the job.</p>	<p>Continually strives to stay informed.</p> <p>Seeks opportunities to increase knowledge.</p>

Performance Criteria: Teamwork / Collaboration

Competency	Unsatisfactory	Needs Improvement	Satisfactory
1. Shows a willingness to accept and act on suggestions for improvement as a member of a team.	<p>Unable to contribute to group effort and does not assist others as needed.</p> <p>Demonstrates an inability to work in a team environment to accomplish goals.</p>	<p>Rarely contributes to group effort to get jobs completed as needed.</p> <p>Inconsistently follows department and District procedures.</p> <p>Occasional need for assistance/coaching to complete designated cooperative tasks as assigned.</p>	<p>Actively participates as a team member, contributes to group effort and assists others to get jobs completed as needed.</p> <p>Constructively responds to suggestions and feedback.</p>
2. Provides assistance and encouragement to co-workers and supervisor in a positive and cooperative manner; shares information and expertise with others; supports the overall success of the department.	<p>Projects attitude of superiority and finds fault with others.</p> <p>Is often abrasive when interacting with others.</p> <p>Struggles to demonstrate cooperativeness and prefers to work alone when working to accomplish goals.</p>	<p>Generally is a team player who helps others to resolve problems, and provides a supportive, positive work environment that promotes productivity.</p> <p>Teamwork skills are limited and participation is sporadic.</p> <p>Has consistently failed to achieve goals as a team member.</p>	<p>Frequently contributes ideas to improve the organization.</p> <p>Promotes teamwork and collaboration within and outside of the department/program.</p> <p>Shares in the work distribution.</p>
3. Fills in where needed to ensure efficient operations.	<p>Appears more interested in promoting self-interests over the good of the department/program.</p> <p>Does not work well with others.</p>	<p>Inconsistently demonstrates a willingness to help others.</p> <p>Is often reluctant to help others or share information.</p>	<p>Displays a high level of dedication in everyday situations.</p> <p>Consistently knows when extra effort is necessary and intuitively reacts to customer needs.</p> <p>Shows initiative and takes action to ensure expectations are met and issues resolved.</p>

4. Treats all persons with respect and civility.	Is dismissive of others concerns or ideas. Often creates tension. Is often unpleasant, pessimistic and difficult to be around.	Employee doesn't constructively manage or diffuse difficult situations Rarely exhibits a pleasant, positive attitude.	Typically takes ownership and is accountable. Is easy to approach and talk to. Displays self-control and a positive attitude, even when handling difficult people or situations.
5. Values diversity and resolves conflicts professionally.	Employee does not know how to manage conflict and often escalates conflict.	Actions and non-verbal responses may be inconsistent or inappropriate to the situation.	Employee knows and consistently uses strategies to constructively defuse and manage conflict.
6. Performs other duties as assigned.	Shows a lack of cooperation on team projects.	Inconsistently demonstrates a willingness to help.	Works well with others.

Performance Criteria: Attendance and Dependability

Competency	Unsatisfactory	Needs Improvement	Satisfactory
1. Arrives to work on time.	Rarely arrives to work on time.	Inconsistently arrives to work on time.	Consistently arrives to work on time
2. Does not leave early without authorization.	Often leaves early without authorization.	Occasionally leaves early without authorization.	Does not leave early without authorization.
3. Provides reasonable notice when absent.	The employee often fails to request time off according to bargained agreement.	Occasionally the employee fails to request time off according to bargained agreement.	The employee requests time off according to bargained agreement.
4. Is prudent in use of leave and adheres to leave policies.	Time off is not requested with consideration of the expected workload. The employee often fails to request leave according to bargained agreement or district policy.	Time off is requested with minimal consideration of expected workload. Occasionally the employee fails to request leave according to bargained agreement or district policy.	Time off is requested checking in advance that the workload will not be impacted by time off. The employee requests leave according to bargained agreement or district policy.

Performance Criteria: Responsibility

Competency	Unsatisfactory	Needs Improvement	Satisfactory
1. Is reliable and stays on task.	Demonstrates an inability to be dependable by following-up and following-thru on promises.	Requires some directions or does not take initiative to complete tasks independently.	Consistently demonstrates efficiency and reliability. Is usually self-directed, usually recognizes tasks to be done.
2. Takes initiative in seeking and completing tasks without supervision.	Is rarely self-directed, rarely recognizes tasks to be done	Usually can be relied on to be punctual, present, or prepared to start work in an appropriate manner.	Consistently demonstrates good problem-solving skills and is usually able to handle complex problems.
3. Uses discretion with confidential or privileged information.	Employee struggles to maintain confidentiality and inappropriately shares information.	Will often need to check with supervisor when unsure of confidential nature of material.	Employee maintains confidentiality and rarely shares information if there is not a need to know.
4. Uses good judgment in performing responsibilities.	Has regular episodes of failing to be punctual, present, or prepared to start work in an appropriate manner.	Generally demonstrates adequate knowledge and skills required to complete their job responsibilities.	Commits themselves to tasks that take a large amount of time and/or personal investment.

Performance Criteria: Time Management

Competency	Unsatisfactory	Needs Improvement	Satisfactory
1. Manages and prioritizes time and resources in order to successfully complete projects on time.	Projects and tasks are not completed in a timely manner.	Projects and tasks are consistently completed in a timely manner. Developing skills still to ensure commitments are met in a timely manner.	Work is regularly completed in a consistent and timely manner.
2. Develops long-range plans in job assignments, exhibits effectiveness in daily planning.	Lacks commitment and follow-through. Often fails to plan daily activities effectively.	Needs occasional support/guidance in determining priorities and setting schedules. Does not consistently follow-through Often misses or is late with deadlines and other commitments.	Can be counted on to deliver on commitments and provide quality work. Regularly sets sound priorities and plans effectively. Ensures timely follow-through.
3. Manages work hours, breaks and leave time to minimize impact on department.	Employee does not use effective time management.	Is working on the ability to determine priorities to consistently deliver on projects and tasks on time.	Employee is efficient and demonstrates effective time management. Is able to prioritize multiple work projects.
4. Refrains from unnecessary or excessive socializing, uses time wisely.	Time is wasted by excessive non-work related personal business.	Employee is occasionally unable to prioritize time effectively Inconsistently punctual.	Does not let personal business interfere with work performance. Routinely meets commitments.