

**MARTIN COMMUNITY COLLEGE
EMPLOYEE PERFORMANCE APPRAISAL RUBRIC**

A <i>Exceeds Expectations</i>	B <i>Meets Expectations</i>	C <i>Partially Meets Expectations</i>	D <i>Does Not Meet Expectations</i>
1. QUANTITY OF WORK			
Always does more than required amount of work, meets all objectives, exceeds agreed upon goals	Consistently does required amount of work, meets acceptable standards for all work objectives	Seldom does required amount of work, results do not always meet acceptable standards (frequent errors, late submissions, poor organization of work)	Does not do required amount of work, results consistently do not meet acceptable standards
2. QUALITY OF WORK:			
Outstanding quality, rarely has to do work over, far exceeds expectations	Usually does work that is error free, seldom has to do work over	Seldom does work that is error free, often has to do work over	Rarely does error free work, repeatedly has to do work over more than once
3. ABILITY TO WORK WITH OTHERS:			
Works and communicates exceptionally well with supervisors, co-workers, and external parties, oral and written communication is thorough and effective	Works and communicates well with supervisors, co-workers, and external parties, participates in teams, oral and written communication is good	Works and communicates inconsistently with supervisors, co-workers and external parties, occasionally fails to keep others informed, has difficulty with oral and written communication	Works and communicates poorly with supervisors, co-workers, and external parties, poor communication skills, creates dissention and conflict, not a team player
4. ADAPTABILITY:			
Readily manages multiple job tasks and a variety of job assignments with ease, shows willingness to do unpleasant tasks	Adequately manages multiple job tasks and assignments, does not try to avoid unpleasant tasks	Needs assistance to manage multiple tasks, frequently tries to avoid unpleasant tasks	Rarely is able to manage multiple tasks, avoids unpleasant tasks
5. JOB KNOWLEDGE:			
Exceptional understanding of job responsibilities, consistently contributes to overall effectiveness of the department and instruction, consistently up-grading and renewing expertise and developing new skills	Good understanding of job responsibilities, meets and occasionally exceeds expectations, attends required training and development activities	Limited understanding of job responsibilities, does not consistently demonstrate quality or quantity of work, needs help to identify area for skills improvement	Does not show adequate knowledge of job, regularly fails to meet job requirements, does not show interest in skills development
6. INITIATIVE:			
Consistently anticipates work to be completed, consistently models proactive behavior	Usually anticipates work to be completed, identifies strengths and areas of improvement	Inconsistently anticipates work to be completed, makes half-hearted efforts to resolve issues	Does not anticipate work to be completed, makes no effort to identify or resolve issues
7. DEPENDABILITY:			
Never fails to do assigned work and meet schedules and deadlines	Consistently completes assigned work and meets schedules and deadlines	Inconsistent in completing assigned work and meeting schedules and deadlines	Does not complete assigned work or meet schedules and deadlines
8. PUNCTUALITY:			
Absent or tardy only in case of an emergency	Has occasional excused absences and tardiness	Has frequent excused or unexcused absences and tardiness	Has excessive absences and tardiness

9. INDEPENDENCE:			
Requires limited supervision, frequently leads efforts to improve work processes, has ability to negotiate through conflicts to set priorities and solve problems	Requires moderate supervision, participates in efforts to improve work processes, occasionally needs assistance in coordinating priorities and timelines, competent and generally reliable	Requires constant supervision, must be coerced to participate, occasionally fails to meet commitments and deadlines, not reliable	Requires excessive supervision, reluctant to participate even when coerced, fails to meet commitments and deadlines, needs constant assistance with routine tasks
10. ADHERENCE TO POLICY:			
Has exceptional understanding of policy/procedures/standards, never violates rules	Has good understanding of policy/procedure/standards, seldom violates rules	Has fair understanding of policy/procedures/standards, inconsistent in observing rules	Shows lack of understanding of Policy/procedure/standards, rarely observes rules
11. JUDGMENT:			
Uses exceptional judgment in routine situations, always anticipates consequences of decisions, implements decisions confidently, rarely procrastinates	Uses good judgment in routine situations and usually anticipates consequences of decision, implements decisions firmly, usually does not procrastinate	Uses fair judgment in routine situations and seldom anticipates consequences of decisions, implements decisions reluctantly, regularly procrastinates	Uses poor judgment in routine situations and never anticipates consequences of decisions, refuses to implement decisions, always procrastinates
12. CREATIVITY:			
Consistently initiates new ideas and encourages progressive changes	Occasionally initiates new ideas and encourages progressive changes	Rarely initiates new ideas and encourages progressive changes	Never initiates new ideas and encourages progressive changes
13. PROBLEM-SOLVING			
Consistently anticipates problems and brings forward-thinking in problem solving. Consistently proposes solutions to departmental issues.	More often than not, helps to identify problems and offer solutions.	Occasionally needs prompting to gather information, propose solutions, and identify possible tools and resources	Denies existing problems/issues, consistently unable to see problems.
14. INSTITUTIONAL ENGAGEMENT			
Very active in campus wide activities such as committees and activities.	Regularly involved in some type of campus activity or committee.	Occasionally will take part in some type of campus activity or committee.	Does not take part in campus activities or serve on committees.