### Helpful Phrases

<table>
<thead>
<tr>
<th>Accuracy</th>
<th>Achievement</th>
<th>Administration</th>
</tr>
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</table>
| - Develops realistic tolerance levels  
- Keeps accurate records  
- Provides explicit documentations | - Focuses on results  
- Achieves optimal outcomes  
- Exceeds the norm | - Establishes effective systems for record retention  
- Capably manages records retention program giving proper attention to legal, tax and operational concerns  
- Is highly skilled in electronic records management  
- avoids burdening management with administrative details |

### Analytical Skills

<table>
<thead>
<tr>
<th>Coaching and Counseling</th>
<th>Communication Skills</th>
</tr>
</thead>
</table>
| - Excels in tedious research  
- Applies sound analytical thinking  
- Is very methodical in solving problems | - Is highly respected by employees for sharing concerns, problems and opportunities  
- Lends support and guidance to employees  
- Gives helpful guidance to employees  
Assists employees in career assessment | - Excels in effective and positive communications  
- Keeps meetings action-oriented  
- Asks penetrating questions  
- Is an empathetic listener  
- Effectively communicates with coworkers |

### Competency

<table>
<thead>
<tr>
<th>Computer Skills</th>
<th>Cooperation</th>
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</table>
| - Focuses on core competencies  
- Demonstrates strong personal effectiveness  
- Attends seminars and workshops to improve personal competence | - Keeps alert to new computer hardware  
- Keeps abreast of new software applications  
- Makes effective use of on-line resources | - Is extremely cooperative with associates  
- Builds cooperation  
- Promotes productive cooperation  
- Displays a harmonious and cooperative spirit |

### Cost Management

<table>
<thead>
<tr>
<th>Creativity</th>
<th>Decision Making</th>
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</table>
| - Controls expenses without lowering accomplishments  
- Displays sound judgment in managing and controlling expenses  
- Effectively commits resources of staff, funds and time | - Successfully develops creative strategies  
- Welcomes ideas from subordinates  
- Is receptive to new ideas  
- Is willing to change  
- Excels in nurturing new ideas  
- Understands "ambiguity and change" and how these critical concepts impact the organization | - Makes decisions with confidence  
- Concentrates on developing solutions  
- Encourages decision making at lowest possible level |

### Delegating

<table>
<thead>
<tr>
<th>Dependability</th>
<th>Development</th>
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</table>
| - Provides subordinates with the resources needed to accomplish results  
- Encourages subordinates to solve their own problems  
- Creates a high degree of trust with subordinates | - Fully accepts all responsibilities and meets deadlines  
- Can be relied upon to accomplish the best possible results  
- Generates greater success in highly complex situations | - Is eager to participate in professional development programs  
- Displays an ability to turn weaknesses into strengths  
- Encourages employees to become promotable |

### Environmental, Safety and Security

<table>
<thead>
<tr>
<th>Evaluation Skills</th>
<th>Goals and Objectives</th>
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</thead>
</table>
| - Closely follows all safety regulations  
- Excels in accident prevention management  
- Adheres to all security policies | - Accurately assesses potential  
- Rates on the basis of performance and not personality  
- Effectively rates job performance | - Effectively communicates objectives  
- Sets compelling personal goals  
- Keeps employees focused on achieving goals |
<table>
<thead>
<tr>
<th>Organizing</th>
<th>Personal Qualities</th>
<th>Persuasiveness</th>
</tr>
</thead>
</table>
| - Makes the most of organizational energy and potential  
- Demonstrates a systematic approach in carrying out assignments  
- Exerts a positive influence on the organizational climate | - Has a calm, even temperament  
- Is sincere  
- Possesses all traits associated with excellence | - Persuades with tact  
- Writes with persuasion  
- Persuades without antagonizing |

<table>
<thead>
<tr>
<th>Planning</th>
<th>Potential</th>
<th>Presentation Skills</th>
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</thead>
</table>
| - Effectively plans work schedules to balance peak and slack periods  
- Keeps comfortably ahead of work schedule  
- Exceeds in developing tactical action plans  
- Is very skilled in turning theory into action plans  
- Plans for the unexpected  
- Focuses on the future | - Displays high management potential  
- Is capable of assuming greater challenges  
- Displays a high energy potential  
- Is enhancing growth potential through additional education and training | - Delivers presentations with enthusiasm and energy  
- Is able to present dry and technical information  
- Continuously strives to improve presentation skills |

<table>
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<tr>
<th>Prioritizing</th>
<th>Problem Solving</th>
<th>Productivity</th>
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</table>
| - Excels in eliminating unproductive activities  
- Recognizes the need to concentrate on people rather than tasks  
- Is able to distinguish between crucial and trivial  
- Sees the big picture  
- Places organizational needs ahead of personal convenience | - Displays a practical approach to solving problems  
- Effectively solves problems rather than symptoms  
- Works well with others in solving problems | - Demonstrates consistently distinguished performance  
- Is an abundant producer  
- Sustains a high achievement level |

<table>
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<tr>
<th>Professionalism</th>
<th>Project Management</th>
<th>Quality</th>
</tr>
</thead>
</table>
| - Continuously seeks to broaden professional horizons  
- Develops the skills needed to maintain the highest standards of professional excellence  
- Develops enduring professional relationships  
- Projects poise and authority  
- Writing reflects a polished professional appearance | - Clearly establishes project goals and objectives  
- Keeps management fully informed of a project's progress  
- Is able to keep programs and projects running smoothly | - Is fully committed to quality assurance  
- Excels in detecting flaws or imperfections  
- Strives for state-of-the-art perfection |

<table>
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<th>Resourcefulness</th>
<th>Responsibility</th>
<th>Stress</th>
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| - Effectively matches goals to resources  
- Effectively assesses employee resources, strengths and competences  
- Makes optimum use of department resources  
- Effectively uses all information sources | - Accepts full responsibility for results  
- Continues to seek and accept responsibility  
- Seizes responsibility without causing seizures in either subordinates or himself/herself  
- Eagerly seeks formidable challenges | - Successfully handles multiple demands from superiors and subordinates  
- Copes effectively with pressures and tensions  
- Maintains coolness despite annoyances  
- Works effectively in high pressure situations  
- Keeps calm and professional under the toughest circumstances  
- Handles crises with composure  
- Recognizes stress-related problems  
- Recognizes the importance of sound physical and mental health for top performance |

<p>| Supervisory Skills | Tact and Diplomacy | Team Skills |</p>
<table>
<thead>
<tr>
<th>Technical Skills</th>
<th>Time Management</th>
<th>Versatility</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Builds a strong sense of technical teamwork and purpose</td>
<td>- Avoids becoming involved in endless details</td>
<td>- Has the ability to perform a wide range of assignments</td>
</tr>
<tr>
<td>- Effectively blends management skills with technical expertise</td>
<td>- Makes effective use of supervisors’ time and resources</td>
<td>- Is very capable of handling a multitude of situations</td>
</tr>
<tr>
<td>- Keeps informed of new technologies in office automation</td>
<td>- Works smarter, not harder</td>
<td>- Is able to provide broad organizational support in many areas</td>
</tr>
</tbody>
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<tr>
<th>Vision</th>
<th>Writing Ability</th>
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<tr>
<td>- Develops vision statements that reflect realistic solutions</td>
<td>- Writes in a positive manner to reflect favorably upon the organization</td>
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<tr>
<td>- Displays visionary leadership skills</td>
<td>- Possesses a large vocabulary</td>
</tr>
<tr>
<td>- Displays long-range/long-term vision</td>
<td>- Is highly skilled in preparing reports and proposals</td>
</tr>
<tr>
<td>- Develops strategic vision</td>
<td>- Excels in visionary strategies</td>
</tr>
</tbody>
</table>
HELPFUL WORDS AND PHRASES FOR EVALUATIONS

Positive Attributes:
• Adapts well to change
• Works well under pressure
• Remains positive under stress
• Is someone that can be depended on
• Manages time well
• Seeks out responsibility and follows through
• Pays attention to details
• Demonstrates strong customer service skills
• Demonstrates a high level of self confidence
• Demonstrates a high level of self esteem
• Has a pleasant demeanor
• Follows directions well
• Accepts responsibility willingly or eagerly
• Goes beyond the call of duty
• Exceeds expectations
• Is highly conscientious about the quality of work
• Contributes frequently in meetings
• Takes an active part in discussions on [insert topic]
• Gets along well with colleagues
• Strives to cooperate with all staff
• Is very thoughtful and considerate of other staff
• Takes criticism well and learns from mistakes
• Demonstrates a strong team playing ability
• Works well independently
• Shows great flexibility
• Professional and responsible
• Isn’t afraid to ask questions
• Shares information clearly and concisely

• Strives to do best on every task
• continues to earn respect of co-workers
• offers safety and environmental suggestions
• has experienced a safe and productive year
**Performance Improvement:**
- Is developing a better approach towards [insert previous problem]
- Is showing more interest and enthusiasm
- Is demonstrating a higher degree of independence
- Has strengthened his/her skills in [insert area of improvement]
- I am encouraged at [insert name]'s level of commitment towards professional growth
- Needs to improve the speed to complete [insert type of task]
- Needs to improve on follow through
- Capable of stronger performance in [insert area of weakness]
- Needs more training in [insert area]
- Sacrifices accuracy for speed
- Shows an inconsistency effort in [insert task]
- Is a poor time manager, consistently misses deadlines
- Doesn't listen to directions
- Cannot make decisions independently
- Has difficulty prioritizing workload
- Shows a lack of energy and/or interest in the work

**Potential:**
- Has great potential for a leadership role in the future
- Is strong in [insert skill]
- Could be cross-trained in [insert skills]
- Has a background in [insert area of expertise] that is being underutilized
- Is ready to mentor other employees

**For long term employees:**
- continue focused and dedicated approach to work
- offer to serve on campus committees
- assist in cross training others
- maintain positive communication and positive workplace tone
- Ready to mentor other employees
- expand leadership skills
- make better use of technology in shops for documentation, communicate information and issues
- assist in writing SOP's