## PERFORMANCE CRITERIA

to be used together with BOWDOIN COLLEGE PERFORMANCE EVALUATION FORM

<table>
<thead>
<tr>
<th></th>
<th>Regularly Meets Expectations</th>
<th>Often Exceeds Expectations</th>
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<th>Falls Below Expectations / Needs Improvement</th>
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<tbody>
<tr>
<td><strong>QUALITY/QUANTITY</strong></td>
<td>• Regularly completes essential functions of job description in competent, timely, and efficient manner &lt;br&gt; • Demonstrates good judgment in prioritizing tasks &lt;br&gt; • Demonstrates flexibility in adapting to change</td>
<td>• Thinks independently and critically to efficiently manage workload &lt;br&gt; • Accurately completes tasks ahead of schedule (when within employee's control) &lt;br&gt; • Seeks assistance when needed &lt;br&gt; • Accepts delegation willingly &lt;br&gt; • Offers to assist others &lt;br&gt; • Seeks cross training and skills development &lt;br&gt; • Welcomes opportunities provided by change</td>
<td>• Prioritizes and completes tasks independently, accurately and efficiently &lt;br&gt; • Delegates effectively &lt;br&gt; • Seeks continuous skills/professional development &lt;br&gt; • Serves as role model/resource/leader &lt;br&gt; • Often assists others with workload &lt;br&gt; • Anticipates and readily accepts/adapts to change &lt;br&gt; • Honors confidentiality</td>
<td>• Unable to carry out tasks competently and/or consistently &lt;br&gt; • Tasks need to be corrected or redone &lt;br&gt; • Demonstrates inflexible/ unwilling/ unproductive/ inefficient work style &lt;br&gt; • Requires ongoing/progressive discipline</td>
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<td><strong>DEPENDABILITY/INTEGRITY</strong></td>
<td>• Regularly works scheduled hours &lt;br&gt; • Consistently follows policies and procedures &lt;br&gt; • When asked, assists in covering additional hours during peak periods &lt;br&gt; • Honest</td>
<td>• Consistently arrives to work on time &lt;br&gt; • Willingly covers when and where needed during peak periods &lt;br&gt; • Demonstrates flexibility in scheduling time off</td>
<td>• Handles unexpected challenges/events for successful and positive results &lt;br&gt; • Willingly accepts schedule changes and offers to cover additional hours during peak periods &lt;br&gt; • Schedules all time off appropriately &lt;br&gt; • Demonstrates high level of, and is respectful of confidentiality</td>
<td>• Unwilling/unable to work scheduled hours &lt;br&gt; • Takes excessive breaks &lt;br&gt; • Consistently arrives late &lt;br&gt; • Involves self inappropriately in colleagues' matters/issues &lt;br&gt; • Does not report /communicate directly with supervisor &lt;br&gt; • Takes unscheduled time off without appropriate notice</td>
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<td><strong>COMMUNICATION/TEAMWORK</strong></td>
<td>• Displays good written and oral communication skills &lt;br&gt; • Listens well, does not jump to conclusions &lt;br&gt; • Works willingly as part of the team/unit &lt;br&gt; • Uses self-control/diplomacy when interacting with others &lt;br&gt; • Communicates (about schedules, time off, etc.) in a timely manner</td>
<td>• Displays strong written and oral communication skills &lt;br&gt; • Shares information clearly, concisely, and in a timely fashion &lt;br&gt; • Capable of providing training to others &lt;br&gt; • Works/networks well with others within the team/unit/department/other departments &lt;br&gt; • Readily offers assistance to others &lt;br&gt; • Demonstrates patience/approachability</td>
<td>• Displays excellent written and oral communication skills &lt;br&gt; • Communicates clearly and constructively to conduct trainings, prepare written materials as needed, and inform colleagues &lt;br&gt; • Promotes teamwork among staff &lt;br&gt; • Works to enhance group/team performance &lt;br&gt; • Serves as/perceived as leader of team/unit &lt;br&gt; • Promotes collaboration /communication across all campus constituencies</td>
<td>• Does not communicate effectively &lt;br&gt; • Fails to inform supervisors about schedule requests &lt;br&gt; • Withholds information &lt;br&gt; • Demonstrates lack of respect &lt;br&gt; • Works in a negative manner/causes conflicts</td>
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March 2003
| INITIATIVE/MOTIVATION | • Accepts delegated tasks if asked  
| | • Offers solutions/improvements to work problems/issues  
| | • Attends at least one continuing education opportunity during the evaluation period  
| | • Attends training  
| | • Seeks and accepts assigned responsibilities and follows through  
| | • Delegates when workload is excessive  
| | • Volunteers to take on additional/difficult/less appealing tasks or workloads  
| | • Willingly attends two or more continuing education opportunities during the evaluation period  
| | • Completes tasks reliably on time or ahead of schedule  
| | • Serves as a mentor to new/junior colleagues  
| | • Willingly shares knowledge with/trains colleagues  
| | • Volunteers assistance and follows through  
| | • Consistently seeks/attends continuing education opportunities during the evaluation period  
| | • Exhibits enthusiasm and may assume leadership role in the department and within work groups  
| | • Unwilling to increase skills level/workload with experience  
| | • Contribute to departmental problems rather than becoming part of the solution  
| | • Does not participate in staff meetings/mandatory trainings/continuing education opportunities  
| | • Frequently complains without constructive suggestions  
| | • Uses excuses (*It's not my job!*)  
| SUPERVISION | • Works to assist department/unit to meet goals  
| | • Requires little intervention by supervisors  
| | • Consistently follows and administers departmental/college policies and procedures  
| | • Recognized as leader within the department  
| | • Independently manages staff  
| | • Prioritizes effectively as dictated by changes in workload  
| | • Coaches to achieve peak performance from staff  
| | • Assumes leadership role in the department/work groups/campus  
| | • Accepts constructive criticism and makes changes accordingly/appropriately  
| | • Requires frequent intervention of supervisors/superiors  
| | • Refuses to follow/enforce departmental/college policies and procedures  
| GOAL ATTAINMENT | • Achieved most relevant goals for the evaluation period. Unmet goals were discussed and if still relevant, a plan was made to achieve them in next period with emphasis on time and task prioritization and management.  
| | • Achieved all relevant goals  
| | • Prioritized and managed time and tasks effectively/creatively/efficiently  
| | • Identified and/or accomplished additional goals in addition to relevant goals  
| | • Met unique challenges and/or accomplishments that occurred during the evaluation period  
| | • Achieved exceptional productivity through excellent organizational/time management skills  
| | • Did not attempt to achieve goals identified for the performance period  
| | • Does not prioritize workload/time  

*Approved medical leaves of absence are acceptable exceptions to recommended use of sick time*