

## SUMMARY GUIDANCE FOR BENCHMARK PERFORMANCE STANDARDS

<b>Performance Attributes</b>	<b>0 – 39%</b>	<b>40 – 59%</b>	<b>60-79%</b>	<b>80 – 100%</b>
<b>Work results</b>	Work not successfully completed	Minimally acceptable work results	Work results were accurate, effective and efficient	Exemplary work resulted in maximum impact
<b>Guidance</b>	Failed to follow directions, guidance and procedures	Procedures were minimally correct	Minimal guidance required; brought suggested revisions to supervisor's attention	Guidance rarely, if ever, required
<b>Initiative/ Independence</b>	None	Rarely offered to provide additional support	Developed proposals for new tasks and activities with input from supervisor	Continuously found new and better ways of performing work
<b>Knowledge</b>	Insufficient technical knowledge/skill	General technical understanding	Superior technical knowledge in all tasks	Exceptional technical knowledge; beyond expectations for position
<b>Quality</b>	Work did not meet minimum specifications	Products were completed with adequate quality	Consistently above average quantity/quality of work	Exceptional quality; rarely room for improvement; serves as benchmark
<b>Originality</b>	None	Products met stated requirements	Originality and creativity in assignments	Exceptional originality and creativity
<b>Problem solving</b>	Routine problems were not resolved satisfactorily	Routine problems dealt with satisfactorily	Complex problems addressed as they became known and dealt with skillfully and resourcefully	Unforeseen problems solved with dedicated perseverance; conflicts anticipated and avoided through creative alternatives
<b>Communication</b>	Written and oral communications poor and not understandable	Written and oral communication generally understandable	Written and oral communications clear, convincing and effective	Complex ideas presented clearly to varied and diverse audiences; desired outcome achieved
<b>Cooperation</b>	Exhibited uncooperative/ Unresponsive behavior	Reasonable degree of cooperation with others	Promoted positive and productive relations	Forged new cooperative relations (internal and external)
<b>Organizational Prestige</b>	Negative impact to organization	Minor impact to organization	Increased organizational prestige and recognition	Enhanced world class reputation of organization
<b>Timeliness</b>	Work unacceptably late	The majority of final work products submitted by established deadlines, but required rework or major editing.	Final work products submitted by established deadlines without the necessity for rework or major editing required.	Work often completed early
<b>Leadership</b>	Poor leadership skills; provided no positive direction to staff	Sufficient leadership skills	Outstanding leadership skills; predetermined goals always attained	Exemplary leadership skills; goals consistently surpassed
<b>Administration</b>	Unable to organize and prioritize work and/or wasted time	Able to organize work sufficiently to meet deadlines without too many delays	Made appropriate, useful suggestions to improve administrative processes	Derived and implemented improvements in administrative processes
<b>Teamwork</b>	Ineffective in working with others	Demonstrated reasonable cooperation in working with others.	Contributed positively to group	Initiated suggestions to better group