

Score	Customer Service (Internal & External)	Comprehension & Competencies	Teamwork & Relationships - Collaboration	Time Management
	Consider: Customers may include patrons, colleagues, or other departments depending on role	Consider: This criterion includes both subject matter expertise and the ability to apply it effectively	Consider: Some roles collaborate more <i>across</i> departments than <i>within</i> a single team (HR, Facilities, IT, etc)	Consider: Impact on others (manager, team, colleagues, customers)
5 – Exceptional	Anticipates needs, Adapts services, Receives glowing feedback; Delivers outstanding proactive service with empathy and initiative	Demonstrates deep expertise, Trains others effectively, Innovates solutions; Applies job knowledge independently to improve systems or outcomes	Builds strong, respectful relationships and cross-departmental partnerships; mentors peers; initiates team solutions; Constructively navigates conflict or differing viewpoints; Fosters positive team dynamic and actively contributes to a respectful, inclusive team culture	Manages multiple priorities flawlessly; Anticipates deadlines; Improves team efficiency; ; Manages time independently; prioritizes and adapts to changing demands
4 – Exceeds Expectations	Responds promptly and professionally; shows empathy, Improves user experience; takes initiative in serving others	Applies knowledge effectively, Solves problems independently; Stays current; Applies skills with minimal support; seeks improvement	Works well with others; supports to team goals and contributes ideas proactively; shares resources; constructively navigates conflicts and differing viewpoints	Meets deadlines reliably; Adjusts to shifting priorities; Communicates delays early; manages workload with minimal oversight
3 – Meets Expectations	Answers questions clearly, Maintains professionalism; responds appropriately and timely to customer needs;	Understands role, Uses tools appropriately, Asks for help when needed; Demonstrates basic understanding; completes tasks with occasional support or reminders	Participates in meetings and team activities; maintains respectful relationships; communicates respectfully; may need prompting to collaborate or resolve interpersonal challenges	Completes tasks on time, Follows schedules; Responds timely to reminders
2 – Needs Improvement	Inconsistent tone; Needs coaching on service standards (or meeting service requirements with other departments); may be reactive, dismissive, or slow to respond- in person or via email	Gaps in understanding or expectations; Needs supervision or correction; may exhibit frequent errors or confusion; needs regular guidance	Inconsistently contributes, needs reminders to engage; may avoid teamwork or may contribute to tension	Occasional delays or missed deadlines may impact team coordination or service delivery; Struggles with prioritization; struggles with follow-through which can impact team, workflow, or manager
1 – Unsatisfactory	Dismissive, Slow to respond or non-responsive; Creates frustration with customers or colleagues	Lacks required knowledge or skills; Makes frequent errors; often unable to perform core duties	Avoids teamwork; creates friction; Resists input; Damaging to team dynamics; May create conflict	Frequently late or unreliable; causes delays in workflow; lacks follow-through

When rating Collaboration, consider not just participation, but how the employee’s behavior affects team dynamics, cross-departmental relationships, and shared outcomes.”