

Sample Phrases for Writing Performance Reviews

Focus Area	Masterful	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable
Communication Skills, Written	<ul style="list-style-type: none"> ▪ Exceptional communicator ▪ All writing is free of punctuation or grammatical errors ▪ Clear, concise, error-free writing ▪ Excellent at persuasive writing ▪ Wrote bids that gained business 7 out of 10 times ▪ Regularly receives positive feedback on clarity of writing 	<ul style="list-style-type: none"> ▪ Written communication easily understood ▪ Writes quickly, clearly, and correctly ▪ Uses resources when unsure of proper spelling, punctuation, or grammar ▪ Uses formatting effectively to highlight key information ▪ Documentation is consistently understood ▪ Translations of documentation were free of confusion ▪ E-mails and memos are clear and to the point 	<ul style="list-style-type: none"> ▪ Can express self clearly in written communication ▪ Competent writer ▪ Makes few grammar or punctuation errors ▪ Spelling usually correct ▪ Conveys information reasonably clearly ▪ Writes professional communications, including e-mail 	<ul style="list-style-type: none"> ▪ Point of written communication not always clear ▪ Hard to understand focus in written communications ▪ Makes grammatical and punctuation errors frequently ▪ Takes a long time to get to the point ▪ Written communications sometimes lead to misunderstandings ▪ Many people were confused about report X 	<ul style="list-style-type: none"> ▪ Poor writer ▪ Numerous errors and lack of organization make understanding difficult ▪ Writing fails to meet organization standards ▪ Writing represents our company poorly ▪ Many customers failed to understand Report X ▪ Poor written communication resulted in errors costing \$...
Customer Relations	<ul style="list-style-type: none"> ▪ Relates to customers exceedingly well ▪ Has developed an incredibly loyal customer base ▪ Wonderful at customer relations ▪ Resourceful in finding solutions to problems ▪ Always delivers on promises ▪ It's no wonder we have as many satisfied customers as we do ▪ Relates well to corporate and individual customers 	<ul style="list-style-type: none"> ▪ Has won us customer loyalty many times ▪ Graceful and tactful under pressure from customers ▪ Customer relations a strength ▪ Always patient, competent, and professional with customers ▪ Solves customer problems with speed and accuracy ▪ Represents our organization very well 	<ul style="list-style-type: none"> ▪ Usually competent and professional with customers ▪ An able representative ▪ Courteous and knowledgeable ▪ Professional presentation ▪ Manages all but the most challenging customer situations ▪ Handles customer relations responsibilities well 	<ul style="list-style-type: none"> ▪ Gets annoyed by customers with a lot of questions ▪ Sometimes gets sarcastic ▪ Presents a sloppy and uncaring image ▪ Customer relation skills need improvement ▪ On several occasions has lost temper with customers ▪ Conducts personal phone conversations while customers wait 	<ul style="list-style-type: none"> ▪ Frequently impolite ▪ Very weak customer relation skills ▪ Condescends to customers ▪ Ignores customers ▪ Chews gum while speaking with customers ▪ Shouted obscenities at a customer
Financial Management	<ul style="list-style-type: none"> ▪ Anticipates financial problems before they occur ▪ Provided meaningful information to decision makers ▪ Involves staff in financial improvement initiatives ▪ Implements prudent risk analysis 	<ul style="list-style-type: none"> ▪ Gets the most from scarce resources ▪ Implemented measures for financial accountability ▪ Uses accounting information to make decisions ▪ Actual expenditures within 10% of budget projections 	<ul style="list-style-type: none"> ▪ Understands and uses standard accounting practices ▪ Prepares budget projections on time ▪ Translates raw financial data into information for others ▪ Follows standard financial practices ▪ Stays current on financial issues during year ▪ Prepares appropriate year-end statements ▪ Accurately reports financial status 	<ul style="list-style-type: none"> ▪ Exceeded budget by 20% last year ▪ Loses financial big picture ▪ Could control expenditure better ▪ Difficult to understand "the books" ▪ Financial reports tend to gloss over bad news 	<ul style="list-style-type: none"> ▪ Often runs to deficit mode ▪ Uncooperative with auditors ▪ Does not inform superiors of potential problems ▪ Has ignored serious accounting errors ▪ Financial reports are intentionally misleading ▪ Does not accept responsibility for financial problems

Focus Area	Masterful	Exceeds Expectations	Meets Expectations	Needs Improvement	Unacceptable
Knowledge of Job	<ul style="list-style-type: none"> ▪ Has complete mastery of job ▪ Has a great wealth of knowledge about all job facets ▪ Level of knowledge is outstanding ▪ Is an expert in the functioning of system X ▪ Has authoritative understanding of job responsibilities ▪ Is source of information for others in department ▪ Has kept XYZ certification current for 10 years in a row ▪ Gained certification in XYZ 	<ul style="list-style-type: none"> ▪ Understands all aspects of job ▪ Strong level of job knowledge ▪ Knowledge exceeds what is required to perform well 	<ul style="list-style-type: none"> ▪ Level of job knowledge appropriate to perform required tasks ▪ Understands X and Y very well ▪ Maintains knowledge through seminars and courses ▪ Knows most of the systems necessary to succeed ▪ Keeps up to date through reading industry periodicals 	<ul style="list-style-type: none"> ▪ Needs to learn more to perform job satisfactorily ▪ Often runs into situations where don't know what to do ▪ Is out of date with knowledge ▪ Needs to improve job knowledge ▪ Infrequently has the job knowledge to know what to do ▪ Needs to ask for help on many projects ▪ Makes more errors than average 	<ul style="list-style-type: none"> ▪ Needs to learn much more to perform job satisfactorily ▪ Is many years out of date with knowledge ▪ Rarely had the job knowledge to know what to do ▪ Needs to ask for help on every project ▪ Makes many more errors than average
Planning & Scheduling	<ul style="list-style-type: none"> ▪ Overcomes delays caused by others ▪ Copes well with problems beyond control ▪ Helps others stay organized and on time ▪ Others regularly rely on his/her scheduling abilities ▪ Excellent contingency planner 	<ul style="list-style-type: none"> ▪ Does not over commit self ▪ Has never created scheduling conflicts ▪ Plans practical and doable ▪ Anticipates where plans can go wrong 	<ul style="list-style-type: none"> ▪ Develops both long- and short-term plans ▪ Anticipates needs of project ▪ Using planning tools effectively ▪ Makes use of automated scheduling tools 	<ul style="list-style-type: none"> ▪ Can't see big picture in planning ▪ Doesn't consult others when required ▪ Avoids panning responsibilities ▪ Leaves planning until last minute 	<ul style="list-style-type: none"> ▪ Cannot schedule for others ▪ Fails to plan for any contingencies ▪ Creates unworkable schedules ▪ Neglects to tell others of schedule changes
Problem Solving	<ul style="list-style-type: none"> ▪ Highly proficient and creative at solving problems ▪ Identifies problems in own area and develops resourceful solutions ▪ Weighs cost/benefit of many solutions to a problem ▪ Always addresses root causes in solutions ▪ Anticipates problems and solves before they develop ▪ Analyzes problems thoroughly and takes appropriate action 	<ul style="list-style-type: none"> ▪ Recognizes similarities among situations and appropriately addresses them ▪ Thorough in analyzing and developing solutions ▪ Knows when a problem warrants solving ▪ Always makes recommendations when a problem surfaces ▪ Develops alternative solutions to problems 	<ul style="list-style-type: none"> ▪ Satisfactory problem-solving skills ▪ Can analyze facts, information, and evidence logically ▪ Solutions to problems go beyond surface causes ▪ Recommends solutions to problems ▪ Sometimes will anticipate problems ▪ Uses good judgment and information in solving problems 	<ul style="list-style-type: none"> ▪ Generates solutions that don't always solve problems ▪ Knows solutions but doesn't recommend them ▪ Fails to identify underlying or systemic problems ▪ Fails to completely analyze problems ▪ Doesn't recognize trends in recurring problems 	<ul style="list-style-type: none"> ▪ Has insufficient problem-solving skills ▪ Weak problem-analysis skills ▪ Solutions address only surface problems ▪ Finds problems but doesn't solve them ▪ Doesn't generate solutions for problems ▪ Defers to others to find and fix problems